PROJECT X

challengers

THE MIRACULOUS SUCCESS OF JAPAN'S 7-ELEVEN STORES

Written by
Tadashi Ikuta

Illustrated by
Naomi Kimura

DMP DIGITAL MANGA PUBLISHING

PROJECT X

SEVEN ELEVEN

THE MIRACULOUS SUCCESS OF JAPAN'S 7-ELEVEN STORES

THE NOVICES WHO INNOVATED
THE CONVENIENCE STORE
THE RETAIL REVOLUTION OF
SEVEN ELEVEN

ORIGINAL STORY / SUPERVISION
NHK PROJECT X PRODUCTION GROUP

ART
NAOMI KIMURA

SCRIPT
TAOASHI IKUTA

DMP
DIGITAL MANGA PUBLISHING

Naomi Kimura

Born September 17, 1962. Native of Tokyo.

In 1978, wins honorable mention award in Manga Shonen magazine's new artist contest. The same year, he makes his debut onto the manga scene at the young age of 15, when his winning entry, *"Saigo No Yousei (The Last Fairy)"*, is published in the same magazine.

His subsequent works have earned high praise for their precise, detailed artwork and vibrant, realistic characters.

His other works include such titles as *"Ohzora Roman (Romance of the Big Skies)"*, *"Darkcat"*, *"Kita No Ookami (Wolf of the North)"*, *"Karasu (Crow)"*, and *"Boku Ni Yoroshiku (Say Hello to Me)"*.

He is currently working on a series entitled *"Illegal"* in Big Comic magazine. In addition to his art, he is an active committee member at Manga Japan.

Published by:
DIGITAL MANGA PUBLISHING
1487 W 178th Street Suite 300
Gardena, CA 90248
www.dmpbooks.com

Printed in China

PROJECT X
SEVEN ELEVEN

INTRODUCTION

SINCE THE FIRST BROADCAST OF *"PROJECT X CHALLENGERS"* IN MARCH OF 2000, WE HAVE RECEIVED A HUGE RESPONSE FROM ALL AREAS

FROM THE ASHES OF POSTWAR RUIN, JAPAN BEGAN TO BUILD ANEW. PROJECT X BRINGS TO LIGHT THE STORIES OF THE MANY HARD-WORKING YET UNSUNG JAPANESE AND THE DRAMATIC BATTLES IN THEIR EARNEST LIVES

AFTER WE BEGAN AIRING THIS PROGRAM, WHAT SURPRISED US MOST WERE THE MANY LETTERS AND E-MAILS WE RECEIVED, NOT ONLY FROM THOSE OF THE OLDER GENERATION, BUT FROM THE YOUNGER PEOPLE IN THEIR TEENS AND TWENTIES. THESE ENERGETIC COMMENTS INCLUDE, *"IT RAISED MY SPIRITS"* AND *"EVEN IN TOUGH TIMES I WANT TO PERSEVERE."* OUT OF THE 70+ EPISODES AIRED, THE SHOW MOST OFTEN REQUESTED BY YOUNG BUSINESSMEN IS THE STORY ILLUSTRATED IN THIS BOOK, *"JAPAN OUTDOES AMERICA! THE VOICES WHO INNOVATED THE CONVENIENCE STORE."*

THE NOW FAMILIAR CONVENIENCE STORES ARE SATELLITES, SERVING A FIRMLY ENTRENCHED FUNCTION IN THE CITY. IN A METROPOLIS THAT NEVER SLEEPS, THE PRESENCE OF THE CONVENIENCE STORE, UNHAMPERED BY THE LIMITATIONS OF THE TRADITIONAL RETAILER, HAS BECOME INVALUABLE. WITH THE MANY VARIETIES OF SERVICES AVAILABLE – FROM PAYING VARIOUS BILLS, USE OF THE ATM, REQUESTING EXPRESS PACKAGE DELIVERIES, TO THE PURCHASING OF TICKETS – THE UNDENIABLE CONVENIENCE OF THESE STORES HAS CONTRIBUTED TO THEIR INSTANT EXPANSION NATIONWIDE.

THERE ARE EVEN THOSE INVOLVED IN DISASTER RELIEF WHO HAVE VOICED THAT THE CONVENIENCE STORE SHOULD BE DESIGNATED AS THE FOOD STOCKPILE BASE OR REFUGE SHELTER IN THE EVENT OF AN EMERGENCY

WHEN THE CURTAIN ROSE ON THE NEW CENTURY IN FEBRUARY OF 2001, A DRASTIC SHIFT WAS TAKING PLACE IN THE RETAIL WORLD

SEVEN ELEVEN'S SALES EXCEEDED TWO TRILLION YEN, PLACING IT AT THE PINNACLE OF THE RETAIL INDUSTRY AND TOPPLING DAIEI'S REIGN WHICH HAD CONTINUED FOR 28 YEARS, BEFORE DAIEI, THE LEADER HAD BEEN MITSUKOSHI. THIS CHANGING OF THE GUARD CLEARLY REFLECTS THE CHANGE IN TIMES

HOW AND WHY DID THIS SMALL RETAILER DEFEAT THE GIANT SUPERMARKETS AND DEPARTMENT STORES? DIRECTOR RIU KANEHAMA UNDERTOOK THE TASK OF RESEARCH. HIS ANSWER ASTOUNDED US

THE FOUNDERS OF JAPAN'S CONVENIENCE STORE WERE THE STAFF OF A HUMBLE DISCOUNT CHAIN THAT RANKED A MERE 17TH IN THE INDUSTRY. FROM THOSE WHO HAD JUST JOINED THE COMPANY MID-TERM, TO EVEN ONE FORMER FULL TIME UNION REPRESENTATIVE, MOST OF THIS MOTLEY CREW WERE COMPLETE AMATEURS TO THE RETAIL INDUSTRY, AND THE PROJECT BARELY ABLE TO OBTAIN SUFFICIENT FUNDING, STARTED ON A DESPERATE NOTE. THEIR ENSUING BATTLE MAKES A UNIQUE AND DYNAMIC STORY, BRIMMING WITH YOUTHFUL VIGOR

THERE IS SOMETHING INSPIRING IN THE PASSIONATE HOPES AND DREAMS WITH WHICH THE CONVENIENCE STORE INDUSTRY WAS NURTURED INTO BEING. AT THE SAME TIME, THIS IS ALSO THE DRAMATIC STORY OF ROLE-REVERSAL BY THE JAPANESE SALARY MEN WHO BUILT UP SEVEN ELEVEN

AT THIS TIME, WE ARE ALL STRUGGLING IN THE GRIP OF A RECESSION FROM WHICH WE CAN SEE NO IMMEDIATE RELIEF. WHAT IS MOST NEEDED NOW ARE SUCH BUSINESSMEN, BOTH FOR THEIR INNOVATIVE IDEAS AND VITAL ACTIVITY.

IT IS MY FERVENT HOPE THAT THIS MANGA WILL BRING TO AFFECTIONATE LIFE THE VIBRANT PERSONALITIES WHO MADE THE CONVENIENCE STORE POSSIBLE

SEPTEMBER 5, 2001

NHK PROJECT X CHIEF PRODUCER AKIRA IMAI

THE MIRACULOUS SUCCESS OF JAPAN'S 7-ELEVEN STORES

THE NOVICES WHO INNOVATED THE CONVENIENCE STORE
-THE RETAIL REVOLUTION OF SEVEN ELEVEN-

CONTENTS

INTRODUCTION / NHK PRODUCER AKIRA IMAI ——— 002

MAIN CHARACTERS ——— 006

CHAPTER 1 MOVEMENT
STARTING FROM 3 TSUBO ——— 009

CHAPTER 2 CHALLENGE
THE AMERICAN TREASURE DISCOVERED ——— 029

CHAPTER 3 ADVANCEMENT
THE DIFFICULT SAILING OF NEGOTIATION ——— 053

CHAPTER 4 TRIAL AND ERROR
THE TEAM OF 15 NOVICES ——— 079

CHAPTER 5 THE LEAP
THE BIRTH OF STORE NUMBER ONE ——— 101

CHAPTER 6 ADVANCEMENT
JAPAN OUTDOES AMERICA ——— 137

MESSAGE OWNER OF STORE NUMBER ONE, KENJI YAMAMOTO ——— 180

A PHOTOGRAPHIC JOURNAL OF PROJECT SEVEN ELEVEN ——— 182

TIMELINE ——— 186

宮川輝男

[TERUO MIYAGAWA] A BREAD COMPANY BUSINESS DIRECTOR WHO DECIDED TO CHANGE CAREERS. HE SPENT MANY DAYS ON THE ROAD OFTEN SLEEPING IN HIS FAMILY CAR, QUESTING FOR THE PARTICIPATION OF RETAIL SHOPS TO CONVERT INTO SEVEN ELEVENS.

加川守男

[MORIO KAGAWA] HEAD OF RENOVATION OF STORE NUMBER ONE FACED WITH THE PROBLEM OF REDESIGNING THE AMERICAN STYLE BEVERAGE REFRIGERATION UNIT. HE COMES UP WITH A UNIQUELY JAPANESE, REVOLUTIONARY IMPROVEMENT

香川昭雄

[AKIO KAGAWA] FORMER TRADING COMPANY MAN WITH HIS COMMAND OF ENGLISH, HE ACTS AS TRANSLATOR AT THE TIME OF THE SOUTHLAND CORPORATION (AMERICAN SEVEN ELEVEN) OFFICIALS' VISIT TO JAPAN

杉山登美子

[TOMIKO SUGIYAMA] THE LONE FEMALE STAFF MEMBER OF THE PROJECT AT ITS BEGINNING. USING HER FEMININE VIEWPOINT, SHE ACTS AS MANAGING BUYER OF SUNDRIES

山本憲司・良子

[KENJI AND RYOUKO YAMAMOTO] OWNERS OF THE FIRST SEVEN ELEVEN STORE. KENJI MAKES THE DECISION TO CONVERT THE LIQUOR STORE PASSED DOWN TO HIM FROM HIS FATHER INTO A CONVENIENCE STORE

川内輝男

[TERUO KAWAUCHI] A FORERUNNER IN THE DEVELOPMENT OF FRANCHISING. HE ENDEAVORS TO ACQUIRE PROPERTY FOR THE ESTABLISHMENT OF CHAIN STORES. STRUGGLES WITH THE UPS AND DOWNS OF THE REAL ESTATE MARKET CAUSED BY THE OIL SHOCK

清水秀雄

[HIDEO SHIMIZU] HEAD OF STORE DEVELOPMENT ITO-YOKADO AFTER TRANSFERRING TO THE BUSINESS DEVELOPMENT OFFICE DISCOVERS THE SEVEN ELEVEN WHILE ON AN INSPECTION TOUR OF AMERICA WITH SUZUKI. NOW MANAGING CONSULTANT AT SEVEN ELEVEN JAPAN

鈴木敏文

[TOSHIFUMI SUZUKI] HEAD SUPERVISOR OF REPORTS AND PERSONNEL ITO YOKADO. DISCOVERS THE SEVEN ELEVEN WHILE IN AMERICA AND ACTS AS ITS PROJECT LEADER. NOW A REPRESENTIVE OF SEVEN ELEVEN JAPAN CHAIRMAN AND C.E.O

岩國修一

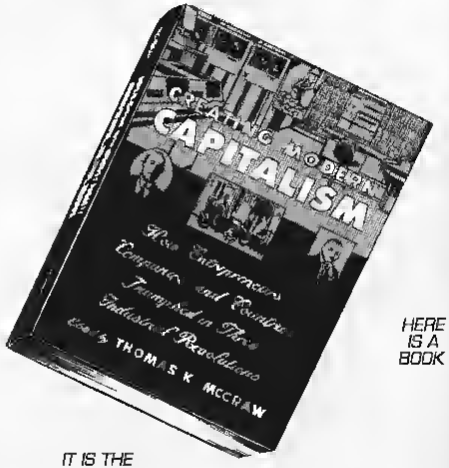
[SHUICHI IWAKUNI] FORMER LABOR UNION CHAIRMAN. ARMED WITH THE AGGRESSIVE NEGOTIATION SKILLS HE LEARNED WHILE IN THE UNION, HE TALKS THE WAREHOUSES INTO MAKING BOTH SUB-DIVIDED AND JOINT DELIVERIES POSSIBLE. NOW AUDITOR FOR SEVEN ELEVEN JAPAN

鎌田誠皓

[MASAAKI KAMATA] A FORMER TRADING COMPANY MAN. HIS MANUAL TALLYING OF THE SALES OF 3000 VARIETIES OF MERCHANDISE BEING SOLD AT STORE NUMBER ONE EVENTUALLY BECOMES THE BASIS FOR THE PRESENT INDIVIDUAL ITEM SALES TRACKING SYSTEM. NOW VICE CHAIRMAN OF SEVEN ELEVEN JAPAN.

CHAPTER 1
MOVEMENT

STARTING FROM THREE TSUBO



HERE IS A BOOK -

IT IS THE TEXTBOOK USED IN THE HARVARD BUSINESS SCHOOL

PROJECT X
SEVEN ELEVEN

Cover Illustration	**Takashi Negano**
Photographic Assistance	**Naoto Kajiyama**
Translation	**Sachiko Sato**
Lettering	**Dan Nakroais**
Graphic Design	**Fred Lui / Matt Akajngow**
Editorial Chief	**Fred Lui**
Publisher	**Hikaru Sasahara**

PROJECT X: THE CHALLENGERS: SEVEN ELEVEN: THE MIRACULOUS SUCCESS OF JAPAN'S 7-ELEVEN STORES © **NHK/Akira Imai/Naomi Kimura/Tadashi Sato** Originally published in Japan in 2001 by OHZORA Publishing Co. English translation rights arranged through OHZORA COMIC CREATION CO. LTD. TOKYO. English translation copyright © 2006 by DIGITAL MANGA, Inc. All other materials © 2006 by DIGITAL MANGA, Inc. All rights reserved. No portion of this publication may be reproduced or transmitted in any form or by any means without written permission from the copyright holders. Any likeness of characters, places, and situations featured in this publication to actual persons (living or deceased), events, places, and situations is purely coincidental. All characters depicted in sexually explicit scenes in this publication are actors at the age of consent or older. The DMP logo is ™ of DIGITAL MANGA, Inc.

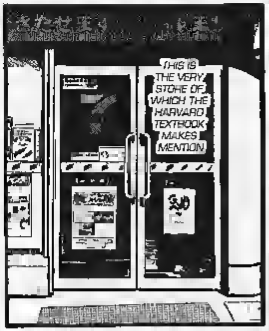
English Edition Published by
DIGITAL MANGA PUBLISHING
A division of DIGITAL MANGA, Inc.
1487 W 178th Street, Suite 300
Gardena, CA 90248

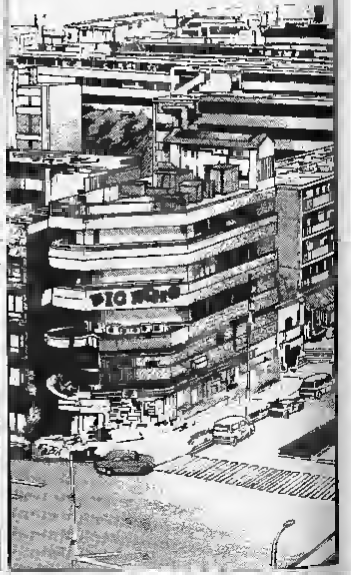
www.dmpbooks.com

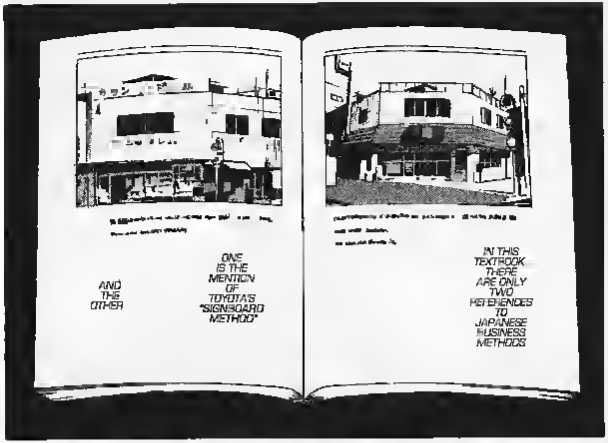
First Edition: October 2006
ISBN 1-56970-959-0

1 3 5 7 9 10 8 6 4 2

Printed in China



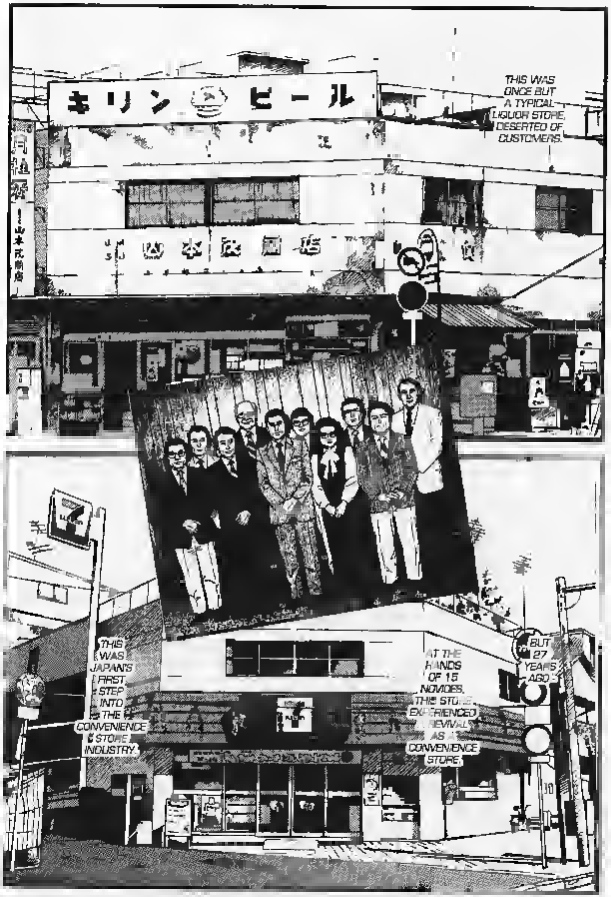



AND THE OTHER
ONE IS THE MENTION OF TOYOTA'S "SIGNBOARD METHOD"
IN THIS TEXTBOOK THERE ARE ONLY TWO REFERENCES TO JAPANESE BUSINESS METHODS

"SIGNBOARD METHOD": MANUFACTURING METHOD TO MAKE AND SHIP ONLY THE NECESSARY PARTS AND NUMBER OF PARTS REQUIRED AT THE NECESSARY TIME. NAMED AFTER THE SIGN BOARDS THAT WERE PUT UP IN EACH FACTORY ON WHICH TO WRITE THE NAME, QUANTITY AND DUE DATE OF PARTS. USE OF THIS METHOD RAISES EFFICIENCY BY CUTTING DOWN ON WASTED LABOR AND PARTS OVERSTOCK.

THIS IDEA, BROUGHT OVER FROM AMERICA BY A GROUP OF 15 NOVICES HAVING ONLY MINIMAL EXPERIENCE IN THE RETAIL INDUSTRY
HAS NOW TAKEN ROOT IN JAPAN AS THE "CONBINI" BUSINESS

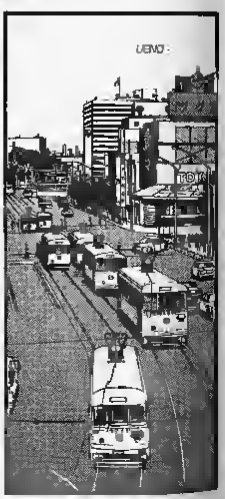
OF STRUGGLE AND REVERSAL
LIES A DRAMATIC STORY
IN ITS SHADOW


キリン ビール
THIS WAS ONCE BUT A TYPICAL LIQUOR STORE, DESERTED OF CUSTOMERS.
THIS WAS JAPAN'S FIRST STEP INTO THE CONVENIENCE STORE INDUSTRY.
BUT 27 YEARS AGO
AT THE HANDS OF 15 NOVICES, THE STORE EXPERIENCED A REVIVAL AS A CONVENIENCE STORE.

SHOWA YEAR 32.
THE FIRST COLLEGE GRADUATE STAFF MEMBER, HE IS HIRED AT YOKADO A STORE SPECIALIZING IN APPAREL
HIDEO SHIMIZU

THE SHOWA ERA, 30S

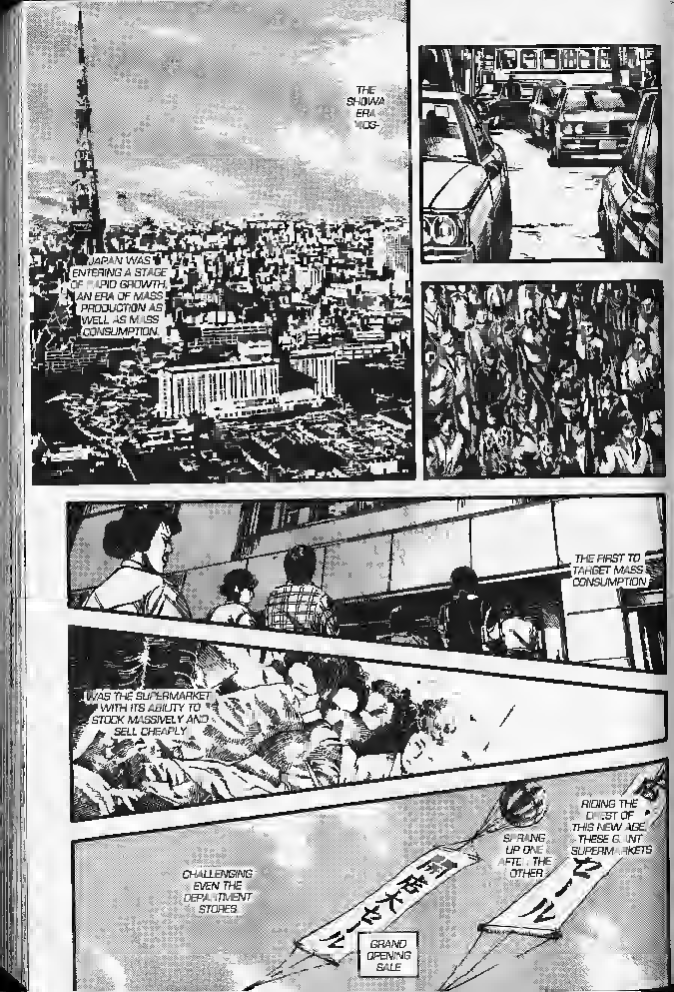
CLOTHING BOUTIQUE "YOKADO" SENJU MAIN STORE

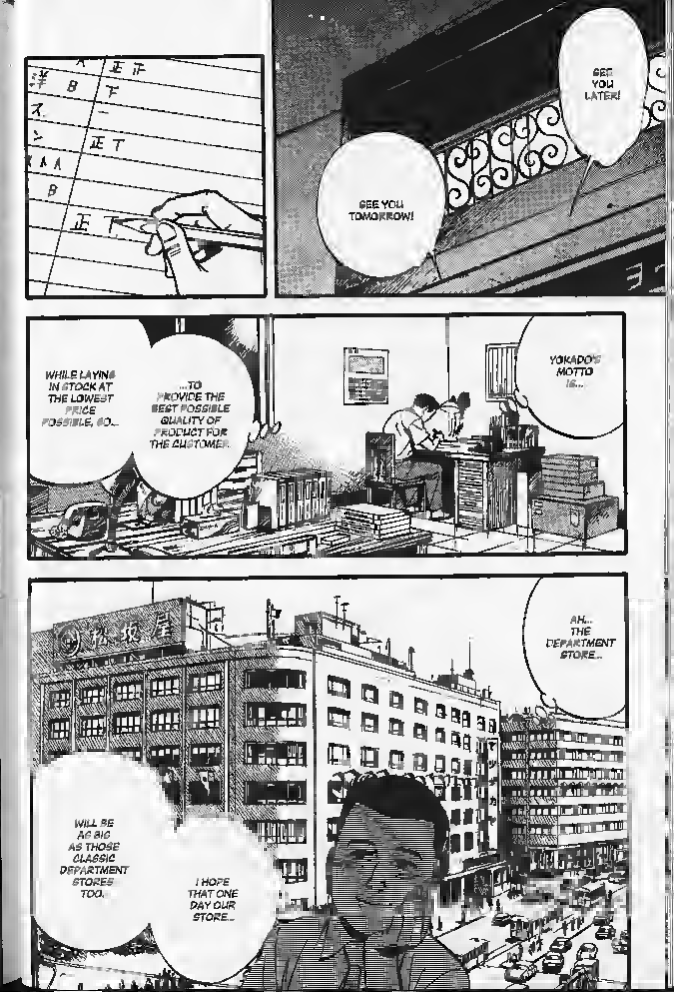

UENO :

YES SIR!

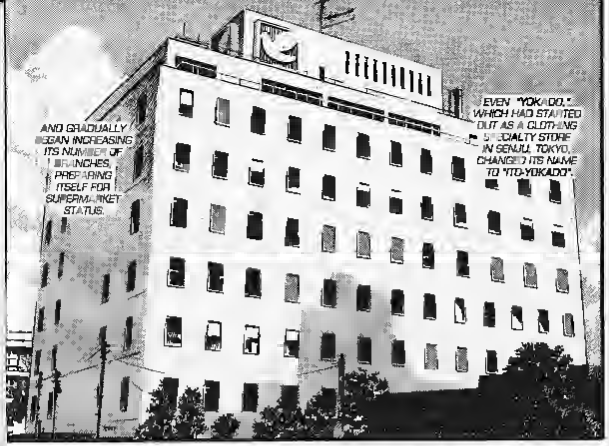
HE'S SUCH A HARD WORKER!
MR. SHIMIZU IS BUSY AS ALWAYS...

HEY, SHIMIZU!
THIS IS A BIG SELLER, SO PUT IT SOMEWHERE CONSPICUOUS...
GET TO THE WAREHOUSE IN UENO AND PICK UP THE FABRIC SAMPLES RIGHT AWAY!


THE SHOWA ERA 1926-
JAPAN WAS ENTERING A STAGE OF RAPID GROWTH, AN ERA OF MASS PRODUCTION AS WELL AS MASS CONSUMPTION.
THE FIRST TO TARGET MASS CONSUMPTION
WAS THE SUPERMARKET WITH ITS ABILITY TO STOCK MASSIVELY AND SELL CHEAPLY
CHALLENGING EVEN THE DEPARTMENT STORES.
SPRANG UP ONE AFTER THE OTHER
RIDING THE CREST OF THIS NEW AGE, THESE GIANT SUPERMARKETS
GRAND OPENING SALE


SEE YOU LATER!
SEE YOU TOMORROW!
WHILE LAYING IN STOCK AT THE LOWEST PRICE POSSIBLE, WE'LL...
...TO PROVIDE THE BEST POSSIBLE QUALITY OF PRODUCT FOR THE CUSTOMER.
YOKADO'S MOTTO IS...
AH... THE DEPARTMENT STORE...
WILL BE AS BIG AS THOSE CLASSIC DEPARTMENT STORES TOO.
I HOPE THAT ONE DAY OUR STORE...

zeek
zeek
zeek
zeek
AT THE AGE OF 24 HIDEO SHIMIZU WAS ASSIGNED THE TASK OF STORE DEVELOPMENT

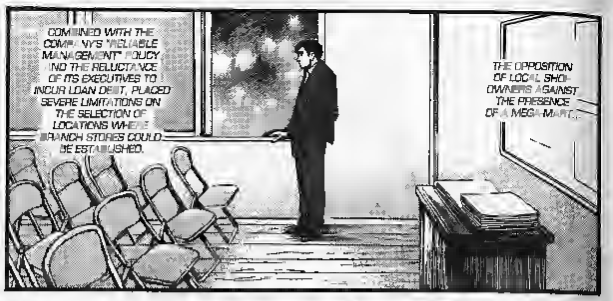

AND GRADUALLY BEGAN INCREASING ITS NUMBER OF BRANCHES, PREPARING ITSELF FOR SUPERMARKET STATUS.
EVEN "YOKADO," WHICH HAD STARTED OUT AS A CLOTHING SPECIALTY STORE IN SENJU, TOKYO, CHANGED ITS NAME TO "ITO-YOKADO".

GRRRR
GRRRR
BANG

BRRMMM...

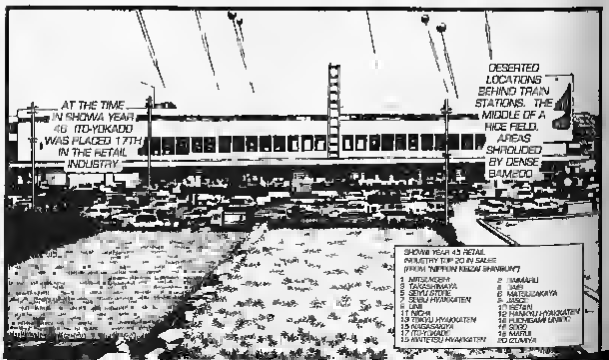
HOWEVER...
TO CATCH UP WITH AND OUTDO THE CLASSIC DEPARTMENT STORES, THIS DREAM OF SHIMIZU'S WAS BECOMING REALITY

RRRRR


COMBINED WITH THE COMPANY'S "RELIABLE MANAGEMENT" POLICY, NO THE RELUCTANCE OF ITS EXECUTIVES TO INCUR LOAN DEBT, PLACED SEVERE LIMITATIONS ON THE SELECTION OF LOCATIONS WHERE BRANCH STORES COULD BE ESTABLISHED.
THE OPPOSITION OF LOCAL SHOP OWNERS AGAINST THE PRESENCE OF A MEGA-MART...

YEAH.

MR SUZUKI LET'S GO BACK.


AT THE TIME IN SHOWA YEAR 45 ITO-YOKADO WAS PLACED 17TH IN THE RETAIL INDUSTRY.
DESERTED LOCATIONS BEHIND TRAIN STATIONS. THE MIDDLE OF A RICE FIELD. AREAS SHROUDED BY DENSE BAMBOO
SHOWA YEAR 45 RETAIL INDUSTRY TOP 20 IN SALES (FROM "NIPPON KEIZAI SHINBUN")
1 MITSUKOSHI
2 TAKASHIMAYA
3 SEIYU STORE
4 DAIEI CORPORATION
5 UNY
6 MARUI
7 ITOCHU
8 MATSUZAKAYA
9 DAIEI CORPORATION
10 SEIBU
11 ITOCHU HYAKKOTEN
12 MARUKU HYAKKOTEN
13 KINTETSU HYAKKOTEN
14 HANKYU HYAKKOTEN
15 KINTETSU HYAKKOTEN
16 KUMAGAI UNYU
17 ITO-YOKADO
18 NAKAU
19 TOKYU
20 OMIYA

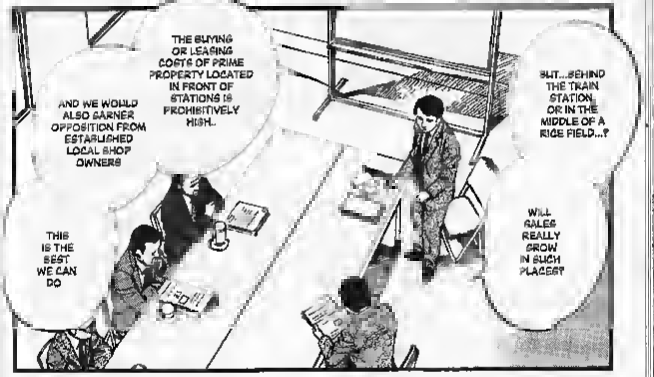
ITO-YOKADO BRANCH OPENING DISCUSSION MEETING
イトーヨーカドー出店説明会

TOSHIFUMI SUZUKI 31 YEARS OLD
ITO-YOKADO'S HEAD SUPERVISOR OF REPORTS AND PERSONNEL

MR. SHIMIZU!
ANYWAY PLEASE TRY HARDER...
YOUR MANAGEMENT ABILITY IS IN QUESTION!
CLATTER
THAT'S EASIER SAID THAN DONE...

SHIMIZU'S IN DEEP THOUGHT AGAIN
HE'S GOT HIS WORK CUT OUT FOR HIM... MUST BE DIFFICULT, PROMOTED TO HEAD OF STORE DEVELOPMENT AT SUCH A YOUNG AGE.
FOR ONE WHO WAS PROMOTED AT SUCH A YOUNG AGE AS SHIMIZU, THE EXECUTIVE OFFICERS DEMANDS WERE BY NO MEANS AN EASY TASK

ITO-YOKADO HEAD OFFICE
SO THERE IS GOOD PROSPECT FOR SALES IN THE FUTURE.
THE AREA IS DISTANCED FROM THE STATION BUT A LARGE APARTMENT COMPLEX IS CURRENTLY IN CONSTRUCTION IN THE NEIGHBORHOOD...


THE BUYING OR LEASING COSTS OF PRIME PROPERTY LOCATED IN FRONT OF STATIONS IS PROHIBITIVELY HIGH..
AND WE WOULD ALSO GARNER OPPOSITION FROM ESTABLISHED LOCAL SHOP OWNERS
THIS IS THE BEST WE CAN DO
BUT...BEHIND THE TRAIN STATION, OR IN THE MIDDLE OF A RICE FIELD...?
WILL SALES REALLY GROW IN SUCH PLACES?

YES..

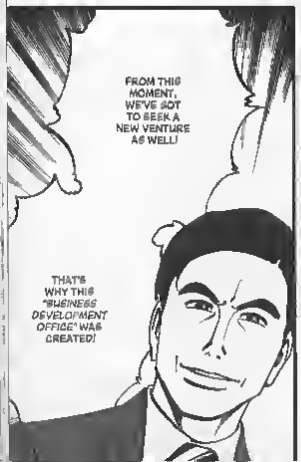
BUT IT'S ALSO YOUR JOB AS HEAD OF STORE DEVELOPMENT TO FIND A WAY AROUND IT

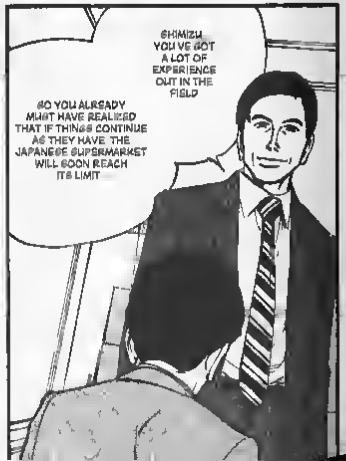
BUSINESS DEVELOPMENT OFFICE
CLICK
カチャ
IT'S A HEAVY RESPONSIBILITY..
ONE WRONG DECISION ON THE LOCATION OF A BRANCH CAN REFLECT A HUGE DIFFERENCE IN SALES, YOU KNOW?
WHAT...?
THIS IS THE NEW POST?!
A SPACE OF A MERE 3 TSUBO (9.93 SQ METERS) AND A BUDGET OF CLOSE TO ZERO
"THE BUSINESS DEVELOPMENT OFFICE"?
A NEW POST..?
DIRECTIVE
YOU ARE HEREBY DIRECTED FOR TRANSFER TO THE BUSINESS DEVELOPMENT OFFICE.
LATER SHIMIZU WAS TRANSFERRED FROM HIS POST AS HEAD OF BRANCH DEVELOPMENT TO A NEW POST

...AMERICA?

HUH?
COME ON, SHIMIZU! WE'RE GOING TO AMERICA!

NEW VENTURE...?
AND IT'S IN AMERICA WE'RE GOING TO FIND A NEW VENTURE.
AMERICA IS THE LEADER IN RETAIL.


FROM THIS MOMENT, WE'VE GOT TO SEEK A NEW VENTURE AS WELL!
THAT'S WHY THIS "BUSINESS DEVELOPMENT OFFICE" WAS CREATED!


SHIMIZU, YOU'VE GOT A LOT OF EXPERIENCE OUT IN THE FIELD
SO YOU ALREADY MUST HAVE REALIZED THAT IF THINGS CONTINUE AS THEY HAVE, THE JAPANESE SUPERMARKET WILL SOON REACH ITS LIMIT

.....?

KNOCK
KNOCK
WHAT AM I SUPPOSED TO DO IN A PLACE LIKE THIS...?

WHILE SEEKING A SPONSOR FOR THIS VENTURE, HE HAPPENED UPON ITO-YOKADO AND ENDED UP JOINING THE FIRM.
SUZUKI WAS A MAN WITH A QUIRKY JOB HISTORY. AT THE AGE OF 31, HE HAD QUIT HIS JOB AT A PUBLISHING AGENCY IN ORDER TO SET UP A FILM PRODUCTION COMPANY.
HEY, SHIMIZU!
...MR. SUZUKI?!

HOW CAN THIS PLACE...

IN FACT, THIS OFFICE HOLDS THE KEY TO OUR COMPANY'S FUTURE!
THIS PLACE ISN'T SO BAD
WERE YOU SURPRISED AT BEING TRANSFERRED TO SUCH A POST?

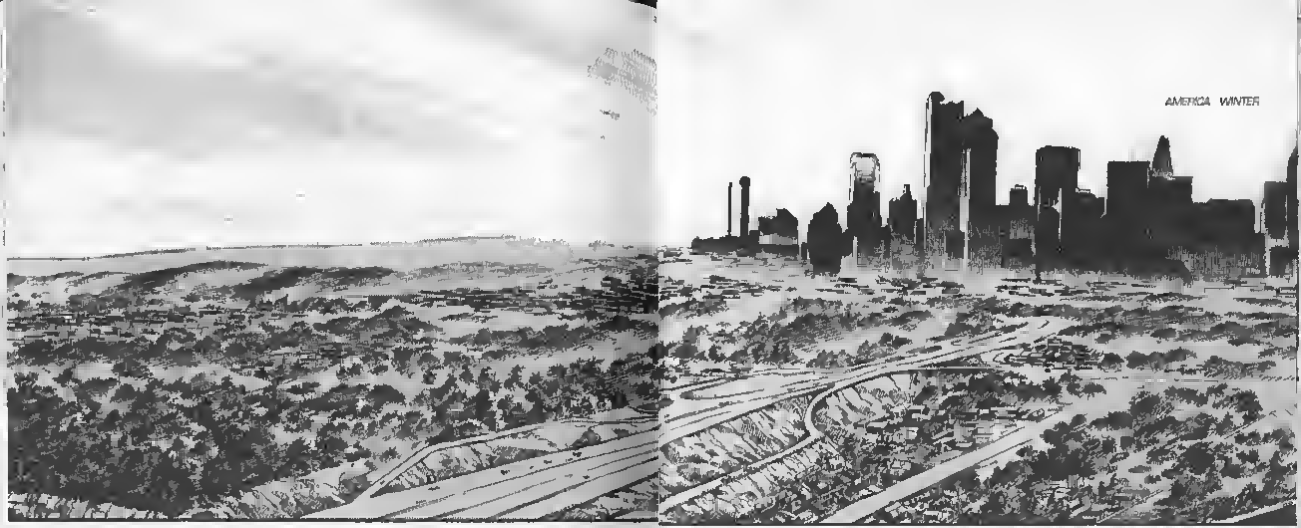
CHAPTER 2

CHALLENGE

THE AMERICAN TREASURE DISCOVERED

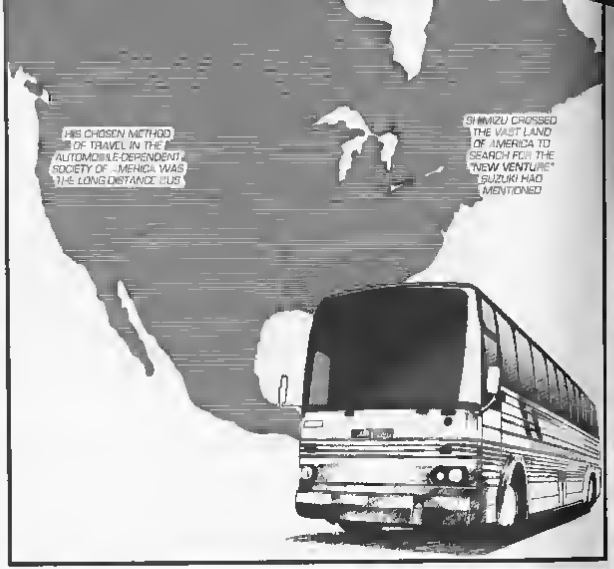
SO FIRST... WE'RE GOING TO AMERICA TO LOOK FOR A NEW VENTURE...?
I'VE GOT ADDITIONAL POSTS TO TEND TO AS WELL, BUT SINCE I'VE BEEN MADE RESPONSIBLE FOR THIS PLACE, I'M GOING TO GIVE IT MY BEST!
I'D LIKE YOU TO WORK TO YOUR FULL POTENTIAL HERE!

I UNDERSTAND!
I'LL DO MY BEST!
THE TWO DID NOT YET REALIZE AT THIS MOMENT THE FIRST STEP HAD BEEN TAKEN TOWARDS THE ESTABLISHMENT OF WHAT IS NOW JAPAN'S CONVENIENCE STORE INDUSTRY

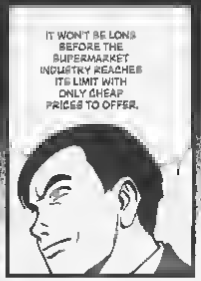

AMERICA WINTER

THERE ARE ALSO SHOPPING CENTERS RETAIL SYSTEMS STORE DESIGN.
OF COURSE YOU'LL WANT TO FOCUS ON THE SUPERMARKETS, BUT
FEEL FREE TO OBSERVE ANYTHING THAT INTERESTS YOU.

SHIMIZU -
THE TRIP TO AMERICA HAS BEEN APPROVED


HIS CHOSEN METHOD OF TRAVEL IN THE AUTOMOBILE-DEPENDENT SOCIETY OF AMERICA WAS THE LONG-DISTANCE BUS.
SHIMIZU CROSSED THE VAST LAND OF AMERICA TO SEARCH FOR THE "NEW VENTURE" SUZUKI HAD MENTIONED

FIND US THAT "NEW VENTURE" IN AMERICA!
FOR THE FUTURE OF OUR COMPANY -


IT WON'T BE LONG BEFORE THE SUPERMARKET INDUSTRY REACHES ITS LIMIT WITH ONLY CHEAP PRICES TO OFFER.

A NEW VENTURE...
THE ASSIGNMENT WAS ALL TOO VAGUE
RRRRR

THAT WOULD EVENTUALLY LEAD SUZUKI AND SHIMIZU TO "THE BIG BUSINESS TREND IN AMERICA."
AND IT WAS THIS TRAVEL ON THE LONG-DISTANCE BUS

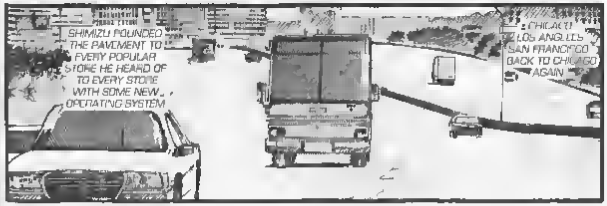
EVERY TIME A NEW STORE WAS TO BE OPENED
AND THEY'D TRY TO FIND A WAY OF SOMEHOW RESOLVING THE INEVITABLE CONFLICT THAT AROSE WITH THE LOCAL SMALL OWNERS
THERE WAS ONE OTHER HOPE THAT SHIMIZU HAD PINNED ON THAT TRIP TO AMERICA.

SO THIS... IS THE AMERICAN SUPER MARKET!

THIS LAND IS VAST... THERE'S A HUGE DIFFERENCE IN THE AMOUNT OF PROPERTY ONE CAN ACQUIRE.
AND WHAT'S MORE, UNLIKE JAPAN, THIS IS AN AUTOMOBILE-DEPENDENT SOCIETY..

BUT SHIMIZU WAS STUNNED WITH EVERY VISIT HE MADE
THE SCALE IT'S TOO HUGE. THERE'S NO COMPARISON WITH JAPAN.

BUT EACH ONE THAT HE FOUND WAS OF THE BIG-BUDGET MONOLITHIC MEGASTORE TYPE
SHIMIZU MADE A VISIT TO EVERY BIG-NAME SUPERMARKET HE COULD FIND

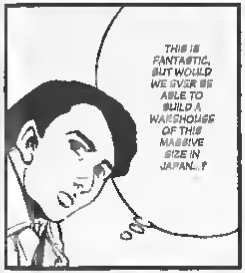

SHIMIZU POUNCED THE PAVEMENT TO EVERY POPULAR STORE HE HEARD OF TO EVERY STORE WITH SOME NEW... OPERATING SYSTEM
CHICAGO LOS ANGELES SAN FRANCISCO BACK TO CHICAGO AGAIN

MOTEL

THE FOOD CENTER I INSPECTED TODAY IS CERTAINLY A PRACTICAL CONCEPT...
BUT THERE ARE TOO MANY PROBLEMS IN THE AREAS OF PROPERTY ACQUISITION AND DELIVERY.
TO EXACTLY DUPLICATE THIS SYSTEM IN JAPAN.

OH YEAH! I FORGOT I FOUND THIS AT THAT SUPERMARKET YESTERDAY
RUSTLE
RUSTLE
COME TO THINK OF IT, I SKIPPED LUNCH TODAY...
I'M HUNGRY
GRRR...

LARGE-SCALE SUPERMARKET FOOD STORAGE AND PROCESSING CENTER
Hello!


THIS IS FANTASTIC, BUT WOULD WE EVER BE ABLE TO BUILD A WAREHOUSE OF THIS MASSIVE SIZE IN JAPAN...?

THIS NEW SYSTEM WAS A VALUABLE ASSET IN CUTTING COSTS DOWN TO THE ABSOLUTE LIMIT

THE TEMPERATURE IN CHICAGO WAS -5 DEGREES AND THE WINTER COLD ATE INTO SHIMIZU'S BONES.

I CAN'T GO BACK WITHOUT EVEN A SINGLE IDEA FOR A NEW RETAIL VENTURE.
BUT I'VE COME ALL THE WAY TO AMERICA.
HAAH
I WANT TO GO HOME TO JAPAN

Denny's
THE NEXT MORNING...
MR. SUZUKI IS IN AMERICA, TOO!
THIS WAS THE FIRST TASTE OF HOME IN A LONG WHILE.
THE CUP NOODLES HE HAD STUMBLED UP ACROSS BY SHEER COINCIDENCE.
SHIMIZU, WITH HARDLY ANY MONEY, MAKING THIS LONELY TREK ACROSS AMERICA, FELT HE WAS AT THE LOWEST POINT IN A BUSINESSMAN'S LIFE.
THIS THOUGHT, ALONG WITH THE HARSH WINTER CHILL OF CHICAGO, SANK INTO HIS BONES.
I SEE... WELL, NO NEED TO APOLOGIZE.
IF WE'RE GOING TO DO THIS RIGHT, WE HAVE TO TEAM WITH AMERICA'S BEST OR ELSE THERE'S NO POINT.
I'VE BEEN TO THE BIG-NAME SUPER-MARKETS AND FOOD CENTERS BUT...
AS TO WHETHER THEY CAN BE DUPLICATED IN JAPAN...
HAVE YOU MADE ANY PROGRESS?
SHIMIZU
WHAT'S THAT...?
S...
YOU'RE RIGHT!
DON'T YOU THINK, IN THE NEAR FUTURE, THAT A RESTAURANT CHAIN LIKE THIS WOULD BE POPULAR IN JAPAN, TOO?
LIKE THIS PLACE, FOR EXAMPLE...

7
ELEVEN

WHAT'S WRONG, MR. SUZUKI..?

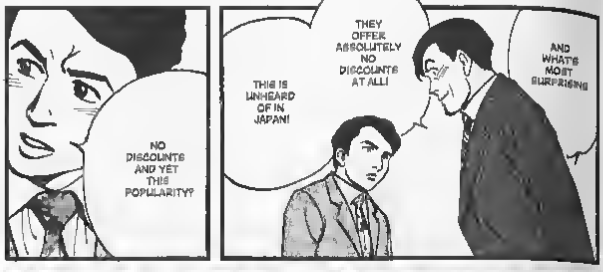
THEN...

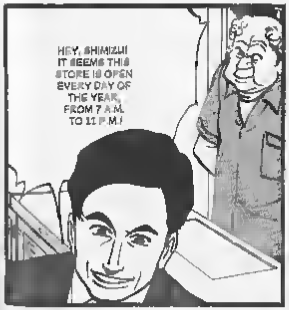
AFTER REUNITING WITH SUZUKI, A SMILE HAD RETURNED TO SHIMIZU'S FACE FOR THE FIRST TIME IN A LONG WHILE...
TEAM WITH AMERICA'S BEST... HMM...

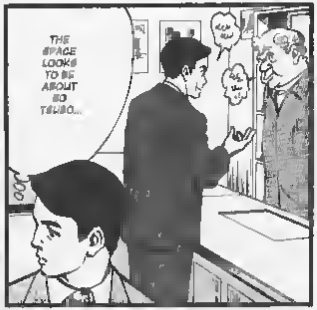
IT HAPPENED
AS THE TWO CONTINUED THEIR TREK ACROSS AMERICA

LET'S GET SOMETHING TO DRINK.
YEE...

HEY SHIMIZU!
BATHROOM BREAK.


NO DISCOUNTS AND YET THIS POPULARITY?
THIS IS UNHEARD OF IN JAPAN!
THEY OFFER ABSOLUTELY NO DISCOUNTS AT ALL!
AND WHAT'S MOST SURPRISING

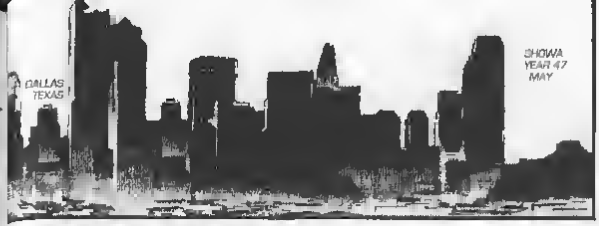




*Note: Again, 1 tsubo = appx. 3.31 sq. meters.

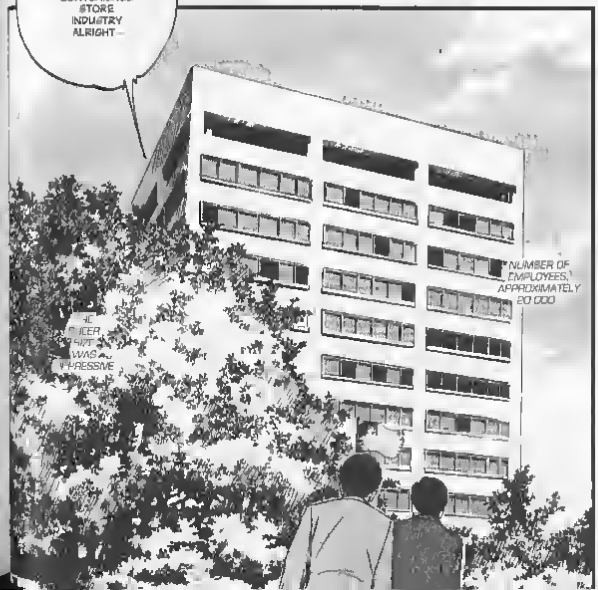
UNBELIEVABLE. SUCH A SMALL STORE IS EXPANDING SALES ON THE SAME LEVEL AS THE BIG LEAGUE SUPERMARKETS AND DEPARTMENT STORES.
IT SEEMS THE ENTIRE CONVENIENCE STORE INDUSTRY IS EXPERIENCING RAPID GROWTH
THAT'S AMERICA!
THE MASSIVE SIZE OF THE CHAIN... THE PROFITS...HOW CAN SUCH A SEEMINGLY ORDINARY LITTLE STORE LIKE THAT EXPERIENCE SUCH RAPID GROWTH?
WHAT A DIFFERENCE...
JAPANESE RETAILERS RAISE OPPOSITION AGAINST THE OPENING OF A SUPERMARKET EVERY TIME, CITING THE LOSS IN SALES THEY'LL EXPERIENCE.
WE MAY HAVE FOUND OUR ANSWER!
THE KNOW HOW BEHIND THIS STORE'S SUCCESS... THAT KNOW-HOW MAY BE EXACTLY WHAT WE NEED TO BRING HOME FROM AMERICA
CONVENIENCE STORES
7 EVEN ELEVEN
4200 STORES
DALLAS
THE SOUTHLAND CORPORATION
4200 店
ITO-YOKADO STRUGGLES JUST TO PUT OUT EVEN ONE STORE!
THE MORE I FIND, THE MORE UNBELIEVABLE THESE NUMBERS SEEM...
AND THE PROFIT IS HUGE, TOO!
THIS HUGE CHAIN HAS 4,200 STORES ACROSS AMERICA.

YES!
LET'S GO!


DALLAS TEXAS
SHOWA YEAR 47 MAY

THEN LET ME GIVE YOU A TOUR OF OUR COMPANY!
OH, YOU'VE COME ALL THE WAY FROM JAPAN TO LEARN ABOUT US?

SEVEN ELEVEN AMERICA HEAD OFFICE THE SOUTHLAND CORPORATION

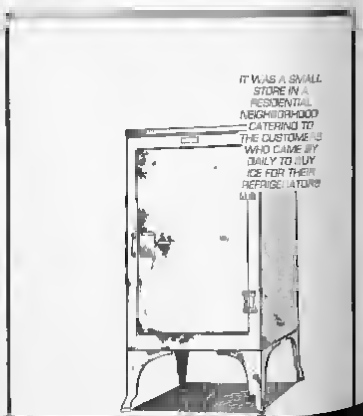

IT'S AMERICA'S LEADER IN THE CONVENIENCE STORE INDUSTRY ALRIGHT—
NUMBER OF EMPLOYEES, APPROXIMATELY 20 000
A BIGGER SHIFT WAS A PRESSIVE

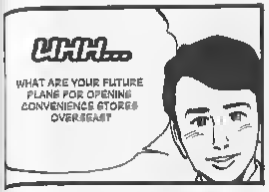
BUT COMPARED TO OUR LITTLE "BUSINESS DEVELOPMENT OFFICE," THIS IS STAGGERING!
IT'S EASY TO MERELY DISMISS IT AS THE DIFFERENCE BETWEEN JAPAN AND AMERICA.
THE VAST FLOOR SPACE... ROOMY DESK SPACING...

BUT THE TWO WERE EVEN FURTHER DRAWN TO THE IDEA OF THE CONVENIENCE STORE INDUSTRY
IT WAS NO ATMOSPHERE IN WHICH TO BRING UP TALK OF NEGOTIATIONS

HAD STARTED OUT IN 1927 AS A SMALL ICE SHOP ON THE OUTSKIRTS OF DALLAS
EVEN THE GIANT SOUTHLAND CORPORATION

WHEN SALES OF EGGS BREAD AND MILK BEGAN THERE, THIS WAS THE START OF THE MODERN CONVENIENCE STORE


IT WAS A SMALL STORE IN A RESIDENTIAL NEIGHBORHOOD CATERING TO THE CUSTOMERS WHO CAME BY DAILY TO BUY ICE FOR THEIR REFRIGERATORS


UHH...
WHAT ARE YOUR FUTURE PLANS FOR OPENING CONVENIENCE STORES OVERSEAS?

?

I GUESS IT PAYS TO ASK.
I WAS FULLY EXPECTING TO BE TURNED AWAY AT THE DOOR BUT...
AT THIS RATE MAYBE.
YOU'RE RIGHT

WHAT'S WRONG? PLEASE, FOLLOW ME.

!
NEXT, I'LL GIVE YOU A SIMPLE INTRODUCTION TO OUR COMPANY HISTORY

AT THIS TIME, WE ONLY HAVE PLANS TO EXPAND INTO WESTERN EUROPE
WE HAVE NO PLANS TO EXPAND INTO JAPAN

YES!
THOSE MANUALS MUST CONTAIN THE SECRET KNOW HOW OF CONVENIENCE STORE MANAGEMENT.

TOO BAD HE DIDN'T ALLOW US TO LOOK INSIDE THOSE MANUALS...

THE SECRETS OF OUR COMPANY'S STRENGTH ARE CONTAINED IN THOSE MANUALS.

HOW IS SUCH A THING POSSIBLE?
THAT ONE ICE STORE BECAME A CHAIN OF 4,000 STORES?

WE'VE GOT TO GET A CONTRACT WITH THEM SOMEHOW!
IF WE COULD ONLY GET OUR HANDS ON THOSE MANUALS, WE WOULD KNOW ALL THERE IS TO KNOW ABOUT BRANCH ESTABLISHMENT AND STORE MANAGEMENT STRATEGIES!

ALL OF OUR COMPANY DEALINGS ARE HANDLED ACCORDING TO THOSE MANUALS.
THERE IS ABSOLUTELY NO POSSIBILITY OF MISHAP OR FAILURE!!

WE'VE GOT TO REGROUP!
LET'S RETURN TO JAPAN.

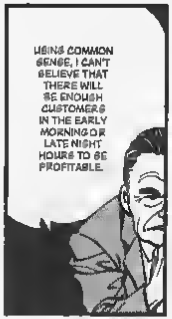
...BUT IT'S ONLY BEEN 30 MINUTES...
IT FEELS LIKE WE WERE IN THERE FOR HOURS...

CHAPTER 3

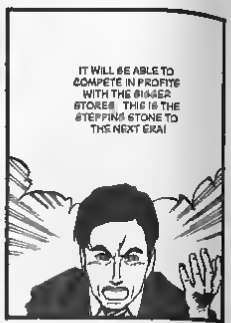
ADVANCEMENT

THE DIFFICULT SAILING OF NEGOTIATION

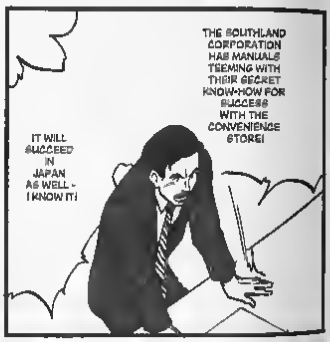
THE CHALLENGE OF BRINGING A COMPLETELY NEW VENTURE TO JAPAN -
IN ITS PATH THERE LAY MANY HARDSHIPS THAT WOULD HAVE TO BE OVERCOME


USING COMMON SENSE, I CAN'T BELIEVE THAT THERE WILL BE ENOUGH CUSTOMERS IN THE EARLY MORNING OR LATE NIGHT HOURS TO BE PROFITABLE.

IS THERE REALLY A NEED TO INTRODUCE AN "AMERICAN-STYLE SUNDRIES STORE"?
BUT THERE ARE 1,600,000 RETAIL SHOPS IN JAPAN ALREADY


IT WILL BE ABLE TO COMPETE IN PROFITS WITH THE BIGGER STORES! THIS IS THE STEPPING STONE TO THE NEXT ERA!

NO, WHAT I WANT IS FOR THE CONVENIENCE STORE TO SUCCEED AS OUR COMPANY'S NEW VENTURE,
AND STIR UP JAPAN'S RETAIL INDUSTRY!!

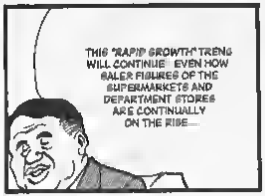

THE SOUTHLAND CORPORATION HAS MANUALS TEEMING WITH THEIR SECRET KNOW-HOW FOR SUCCESS WITH THE CONVENIENCE STORE!
IT WILL SUCCEED IN JAPAN AS WELL - I KNOW IT!

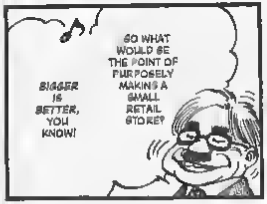
BUT THE OFFICIALS AND EXECUTIVES CONTINUED TO BALK AT THIS IDEA THAT SO DEVIATED FROM THE SUPERMARKET TREND

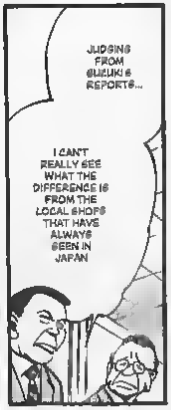
HMM...A STORE LIKE THAT IS BOOMING IN AMERICA, EH?
"CONVENIENCE STORE"?

SHOWA YEAR 47 SUMMER -
zeek
zeek
zeek

IF WE ADOPT THE CONVENIENCE STORE SYSTEM, INCREASED SALES WILL BE POSSIBLE EVEN WITH A SMALL STORE.


THIS "RAPID GROWTH" TREND WILL CONTINUE EVEN NOW SALES FIGURES OF THE SUPERMARKETS AND DEPARTMENT STORES ARE CONTINUALLY ON THE RISE...


BIGGER IS BETTER, YOU KNOW!
SO WHAT WOULD BE THE POINT OF PURPOSELY MAKING A SMALL RETAIL STORE?

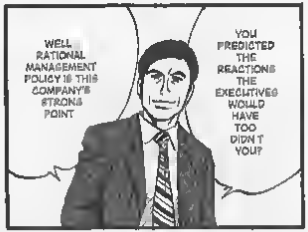

JUDGING FROM SUZUKI'S REPORTS...
I CAN'T REALLY SEE WHAT THE DIFFERENCE IS FROM THE LOCAL SHOPS THAT HAVE ALWAYS BEEN IN JAPAN

IS THIS "BUSINESS DEVELOPMENT OFFICE"!
AND THE ONE TO TAKE ON THIS CHALLENGE
AND THE VENTURE WE CHALLENGE IS THE CONVENIENCE STORE!
RRING
RRING
RRING
THEN, WITH THE FIRST SIGN OF SPRING CAME A PHONE CALL BEARING GOOD FORTUNE
BUSINESS DEVELOPMENT OFFICE
YES, THIS IS THE BUSINESS DEVELOPMENT OFFICE.

HOW'S IT GOING SHIMIZU?
ANY PROGRESS?
SIX MONTHS HAD GONE BY
SINCE THE TIME THAT TWO MEN HAD DISCOVERED THE CONVENIENCE STORE IN AMERICA

NOTHING WILL EVER CHANGE UNLESS SOMEONE TAKES THE FIRST STEP FORWARD
BUT

WELL, I AM IN THE PROCESS OF WRITING A PROPOSED PLAN TO CONVINCE THE UPPER MANAGEMENT, BUT...


WELL, RATIONAL MANAGEMENT POLICY IS THIS COMPANY'S STRONG POINT
YOU PREDICTED THE REACTIONS THE EXECUTIVES WOULD HAVE TOO, DIDN'T YOU?

WE CAN'T LET THIS CHANCE SLIP AWAY!
WE'LL DEAL WITH THAT AT OUR LEISURE.
OH... BUT..
WHAT ABOUT PERSUADING OUR OWN EXECUTIVES...?

SUZUKI AND SHIMIZU ONCE AGAIN FLEW TO DALLAS WITHOUT FORMAL APPROVAL FROM THE COMPANY OFFICIALS
SHOWA YEAR 48, APRIL

THE SOUTHLAND CORPORATION
THE SOUTHLAND CORPORATION

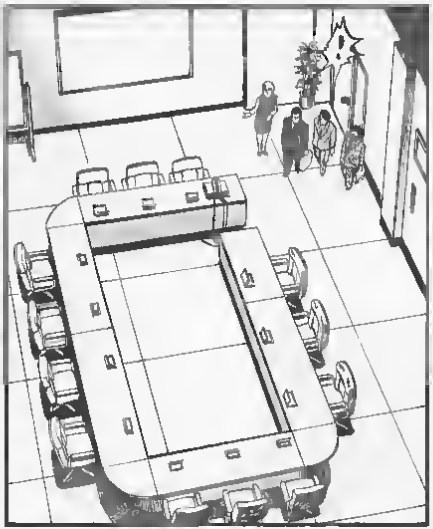
ACCOMPANYING THEM THIS TIME TO ACT AS THEIR GO-BETWEEN WAS ITOCHU'S TAKETO FU...UHATA

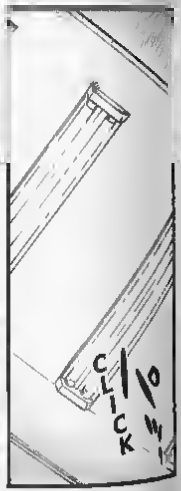
MR. SUZUKI!
WE CAN MEET WITH SOMEONE FROM THE SOUTHLAND CORPORATION!
THE CALL WAS FROM THE ITOCHU STRADING COMPANY

WHAT?!
AND YOU'LL INTRODUCE US TO HIM?!
YOU KNOW A LAWYER IN THE SOUTHLAND CORPORATION'S LEGAL DEPARTMENT?!

YES SIR!

LET'S PREPARE A GENERAL OUTLINE OF OUR COMPANY THAT WILL MAKE THE SOUTHLAND CORPORATION WANT TO DO BUSINESS WITH US, AND GATHER UP REFERENCE AND DATA PERTAINING TO THE JAPANESE RETAIL SCENE.
GREAT! NOW THAT THAT'S DECIDED, WE'RE GOING TO BE BUSY, SHIMIZU!
SHIMIZU! YOU'RE IN CHARGE OF READYING THE PRESENTATION IMMEDIATELY!

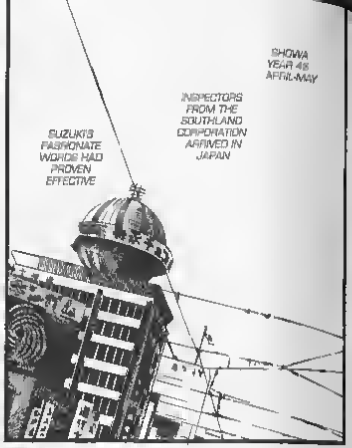




Z
CLAP
CLAP
CLAP

IF WE CAN IMPLEMENT THE SOUTHLAND CORPORATION'S INDUSTRY KNOW-HOW..
THE CONVENIENCE STORE WILL DEFINITELY SUCCEED IN JAPAN!
THERE ARE 1,600,000 RETAIL STORES IN JAPAN.
BUT THE MAJORITY OF THEM ARE FAMILY-OWNED LABOR PRODUCTION REMAINS LOW AND SALES HAVE NOT GROWN - THAT IS THE CURRENT SITUATION!
IF THAT'S TRUE, I SUPPOSE THERE IS SOME ROOM FOR CONSIDERATION ..
JAPAN'S RETAILERS HAVE LOW LABOR PRODUCTION I SEE.
WE WOULD LIKE TO START UP THE CONVENIENCE STORE INDUSTRY IN JAPAN ALSO.
AND WE'VE COME TO ASK FOR YOUR COOPERATION
OK. WE SEE THAT YOUR COMPANY'S SUPERMARKET IS IMPRESSIVE.
AND? WHAT IS IT YOU WANT FROM OUR COMPANY?
THUNK!
GENTLEMEN!
THE CONVENIENCE STORE IS A BUSINESS THAT WILL STIR UP THE JAPANESE RETAIL INDUSTRY!
A WORD OF ADVICE.
THE CONVENIENCE STORE IS COMPLETELY DIFFERENT FROM THE SUPERMARKET. DON'T RISK IT WITHOUT KNOWING WHAT YOU'RE GETTING INTO
IT'S A FACT. EVERY AMERICAN SUPERMARKET COMPANY THAT HAS TRIED TO BREAK INTO THE CONVENIENCE STORE INDUSTRY HAS FAILED
THIS IS THE FRANK ADVICE OF FELLOW BUSINESSMEN IN THE SAME RETAIL INDUSTRY

THE GUIDES WERE SHIMIZU AND IN THE ROLE OF TRANSLATOR KAGAWA


SHOWA YEAR 46 APRIL-MAY
SUZUKI'S PASSIONATE WORDS HAD PROVEN EFFECTIVE
INSPECTORS FROM THE SOUTHLAND CORPORATION ARRIVED IN JAPAN

THIS TIME WE WERE GIVEN 6 HOURS
THE FIRST TIME WE CAME HERE WE WERE ONLY ALLOWED 30 MINUTES.

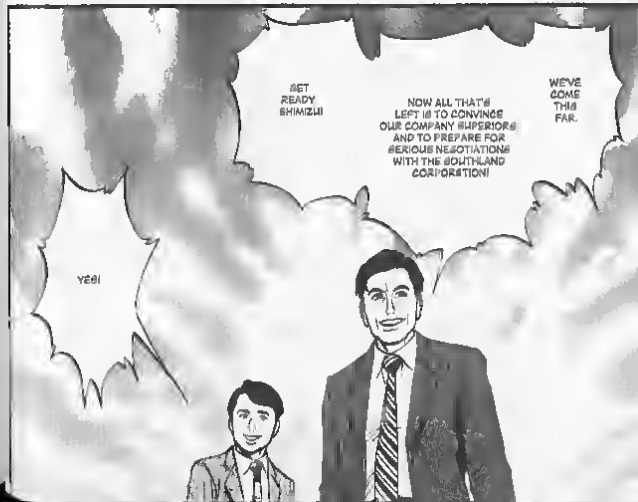
IT'S A BIG STEP FORWARD!

6 HOURS
HUH?

MR. SHIMIZU, IT SEEMS THEY ARE DISAPPOINTED BY THE UNEXPECTEDLY LARGE NUMBER OF SHOPS..
THAT'S NOT GOOD.

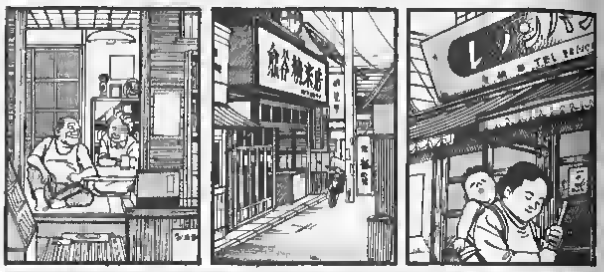
HERBERT HAATFELDER
THEN SOUTHLAND CORPORATION PRESIDENT

JERRY THOMPSON
THEN SOUTHLAND CORPORATION VICE PRESIDENT


GET READY, SHIMIZU!!
NOW ALL THAT'S LEFT IS TO CONVINCE OUR COMPANY SUPERIORS AND TO PREPARE FOR SERIOUS NEGOTIATIONS WITH THE SOUTHLAND CORPORATION!
WE'VE COME THIS FAR.
YES!

UENO

人形焼
雷門

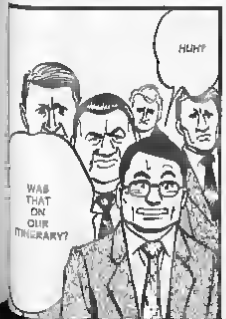


.....!

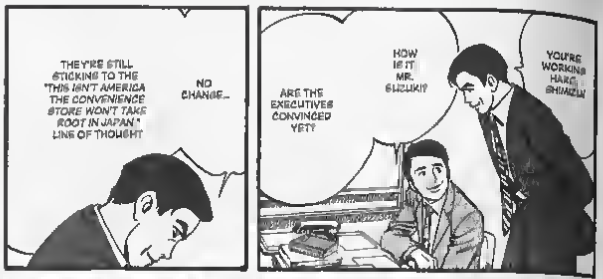
BEFORE LONG, THE INSPECTION GROUP'S MENTALITY HAD COMPLETELY GONE FROM ONE OF BUSINESS TO THAT OF A TOURIST.

HOW'S THIS?
THIS IS STILL A STATION-FRONT NEIGHBORHOOD

THE EMPLOYEES ARE ALL FAMILY, AND THE STORES ONLY CARRY A LIMITED AMOUNT OF GOODS FOR SALE...
AN AREA LIKE THIS DOES SHOW A PROSPECT FOR SUCCESS...
THERE ARE STILL A LOT OF RETAILERS, BUT THEY'RE ALL MOM-AND-POP STORES...
...MOM-AND-POP STORES, A VERY SMALL FAMILY-OWNED RETAILER. MOST STORES OF THIS TYPE ARE TOO SMALL (SIZE) TO HAVE A LOW ANNUAL PROFIT MARGIN AND RETAIN VERY FEW EMPLOYEES. THE EXISTENCE OF SUCH STORES IS STEADILY ON THE DECLINE.


HUH?
WAS THAT ON OUR ITINERARY?

NEXT I'LL TAKE YOU ON A TOUR OF THE AREA SURROUNDING TOKYO'S FINEST TRAIN TERMINAL!
OK, GENTLEMEN!

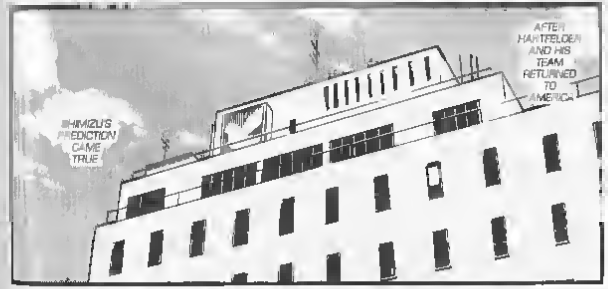

THEY'RE STILL STICKING TO THE "THIS ISN'T AMERICA THE CONVENIENCE STORE WON'T TAKE ROOT IN JAPAN" LINE OF THOUGHT
NO CHANGE...
ARE THE EXECUTIVES CONVINCED YET?
HOW IS IT, MR. SUZUKI?
YOU'RE WORKING HARD, SHIMIZU!

IT ONLY MEANS THE OTHER SIDE IS TAKING THIS SERIOUSLY, TOO.
THERE ARE OVER A HUNDRED HEADINGS WITH DETAILED QUESTIONS ABOUT EVERYTHING FROM JAPAN'S BASIC CONSTRUCTION LAWS TO STORE OPERATING RULES...
IT'S HARD WORK!
HOW'S THE QUESTIONNAIRE?

I'LL SOMEHOW GET THIS CLEARED UP BEFORE OUR NEGOTIATIONS IN DALLAS THIS JUNE!
YES!

RIGHT! NOW NEGOTIATIONS SHOULD MOVE FORWARD

I JUST REMEMBERED MY DAYS AS A ROOKIE.
THIS TOWN IS VERY FAMILIAR TO ME BECAUSE I USED TO COME DOWN HERE ON BUSINESS
IT LOOKS LIKE THEY'RE INTERESTED
WHAT MADE YOU CHOOSE THIS PLACE MR. SHIMIZU?


SHIMIZU'S PREDICTION CAME TRUE
AFTER HARTFELDER AND HIS TEAM RETURNED TO AMERICA

CLICK

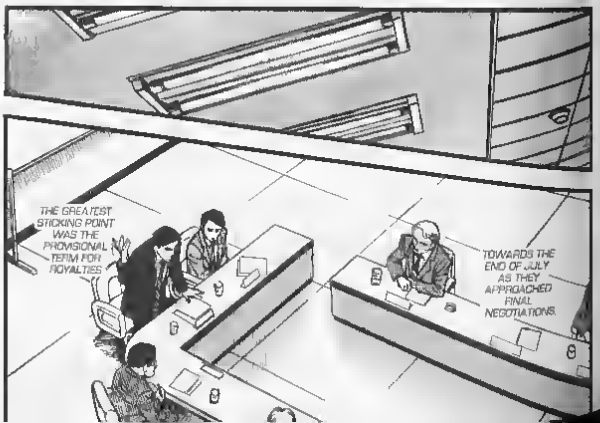
AN ENORMOUSLY THICK BOOKLET CONTAINING A DETAILED QUESTIONNAIRE FOR ENTERING FORMAL NEGOTIATIONS ARRIVED FROM THE SOUTHLAND CORPORATION

A SEVERE EXPECTATION INDEED !
THE PROJECTED NUMBER OF STORES TO BE ESTABLISHED WAS SET AT 2000 BRANCHES OVER A PERIOD OF EIGHT YEARS

THE SOUTHLAND CORPORATION

AFTER THIS SUZUKI AND SHIMIZU ENGAGED IN COUNTLESS BOUTS OF SEVERE NEGOTIATIONS.
FOR NOW, WE'LL TAKE THIS BACK TO JAPAN FOR EXAMINATION!
ANYWAY

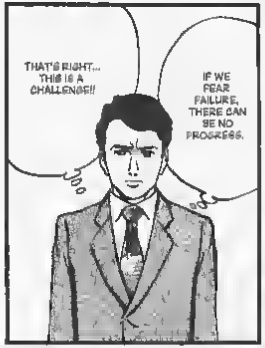
IS THIS.
SOME KIND OF MISUNDER-STANDING. ?


THE GREATEST STICKING POINT WAS THE PROVISIONAL TERM FOR ROYALTIES
TOWARDS THE END OF JULY AS THEY APPROACHED FINAL NEGOTIATIONS.

AND A MERGER THAT WOULD EFFECTIVELY MAKE THEM A SUBSIDIARY OF THE SOUTHLAND CORPORATION
ROYALTIES WOULD EQUAL 1% OF SALES AND A SHARE IN HALF THE PROFITS AS WELL - THESE WERE TERMS BEYOND REASON FOR THE JAPANESE SIDE

IN THE END, THE ROYALTY QUESTION WAS PUT OFF UNTIL THE NEXT DAY
NEGOTIATIONS CONTINUALLY STALLED
Hotel Castle
MR. SUZUKI IS TRYING SO HARD
BUT WILL THESE NEGOTIATIONS SUCCEED?
NO
WHAT'S WRONG SHIMIZU?
TIRED. ARE YOU?
OR IS THE CONVENIENCE STORE JUST GOING TO END AS A DREAM...?
WHY WON'T YOU TRY TO UNDERSTAND JAPAN'S CURRENT MARKET SITUATION?!
YOU'VE GOT TO BE JOKING! WHAT ARE THESE TERMS?!
AND THESE NEGOTIATIONS MEAN NOTHING UNTIL YOU GIVE US YOUR INDUSTRY KNOW HOW FIRST!
WE REQUEST THAT YOU LOWER IT TO AT LEAST 0.5%!
I'VE SAID OVER AND OVER THAT A 1% ROYALTY IS TOO SEVERE A DEMAND FOR JAPAN!
AND THESE ARE THE TERMS UNDER WHICH WE ALREADY OPERATE IN BOTH CANADA AND MEXICO
THESE CONDITIONS ARE NOT UNREASONABLE!
WE HAD NO PLANS TO MOVE INTO JAPAN ANYWAY
BANG
THIS SESSION IS OVER!
BESIDES, ISN'T THIS ROYALTY A SMALL PRICE TO PAY IN ORDER TO GAIN OUR COMPANY'S KNOW HOW?

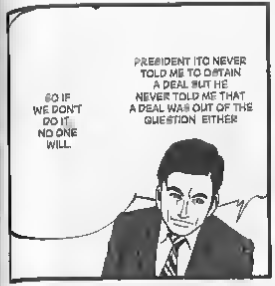
CLINK


THAT'S RIGHT... THIS IS A CHALLENGE!!
IF WE FEAR FAILURE, THERE CAN BE NO PROGRESS.

SHIMIZU! GET TO BED EARLY AND PREPARE FOR TOMORROW!
EVERYTHING HANGS ON TOMORROW'S NEGOTIATIONS!

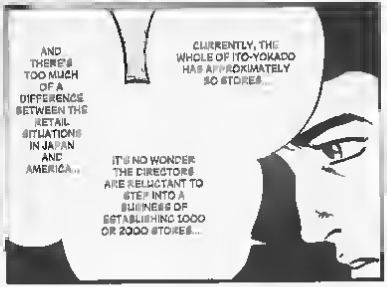
THE SOUTHLAND CONVENTION
THE NEXT DAY... JULY 20

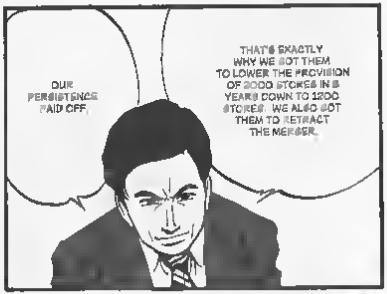
THIS DAY SUZUKI WAS FILLED WITH FIGHT AND DETERMINATION.

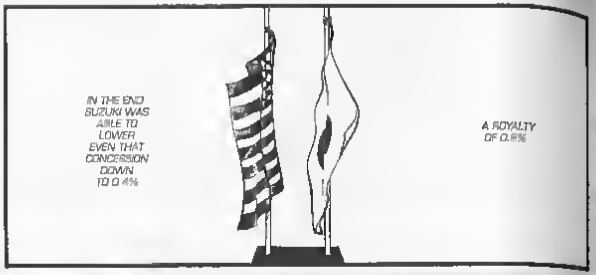

SO IF WE DON'T DO IT, NO ONE WILL.
PRESIDENT ITO NEVER TOLD ME TO OBTAIN A DEAL BUT HE NEVER TOLD ME THAT A DEAL WAS OUT OF THE QUESTION EITHER

WE'LL THINK OF SOMETHING!
MR. SUZUKI, WHAT'S GOING TO HAPPEN AT THE NEGOTIATIONS TOMORROW?

THE ONLY THING LEFT IS THE ROYALTY QUESTION...
EVEN THOUGH THE PRESIDENT IS LEAVING EVERYTHING IN MY HANDS... NO... PRECISELY BECAUSE HE'S DONE THAT, I WILL NOT ACCEPT THE TERM OF 1%!


AND THERE'S TOO MUCH OF A DIFFERENCE BETWEEN THE RETAIL SITUATIONS IN JAPAN AND AMERICA...
CURRENTLY, THE WHOLE OF ITO-YOKADO HAS APPROXIMATELY 50 STORES...
IT'S NO WONDER THE DIRECTORS ARE RELUCTANT TO STEP INTO A BUSINESS OF ESTABLISHING 1000 OR 2000 STORES...


OUR PERSISTENCE PAID OFF.
THAT'S EXACTLY WHY WE GOT THEM TO LOWER THE PROVISION OF 2000 STORES IN 8 YEARS DOWN TO 1200 STORES. WE ALSO GOT THEM TO RETRACT THE MERGER.


IN THE END SUZUKI WAS ABLE TO LOWER EVEN THAT CONCESSION DOWN TO 0.4%
A ROYALTY OF 0.6%

BUT MOST OF THE PROFITS WOULD GO TO I ROYALTIES
7 ELEVEN

WE'VE SOMEHOW GOT TO OVERCOME THESE SEVERE STIPULATIONS OR ELSE--
JUST BECAUSE WE'VE FINISHED NEGOTIATIONS DOESN'T MEAN WE CAN RELAX!

THE RESULT IS STILL A LOSS IN PROFITS!
YOU CAN MAKE THE ROYALTY PERCENTAGE AS HIGH AS YOU WANT... BUT IF THE VENTURE FAILS.

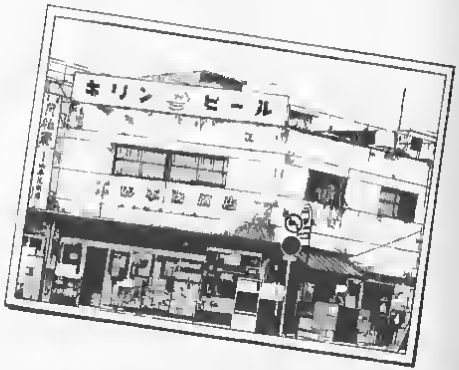
YOUR FIRST THOUGHT SHOULD BE OF THE VENTURE'S SUCCESS!

WE'LL AGREE TO 0.6%
--FINE

WE DID IT--!

CHAPTER 4

TRIAL AND ERROR
THE TEAM OF 15 NOVICES



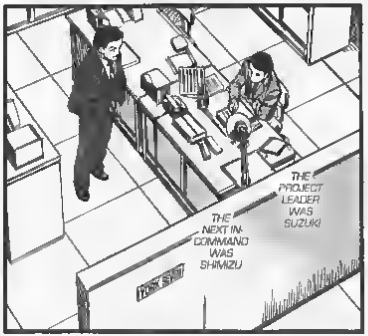
THE ROAD OPENED BEFORE THEM
HOWEVER THEY HAD NO IDEA OF THE TRIALS THAT AWAITED THEM ON THEIR QUEST TO BRING A SUCCESSFUL CONVENIENCE STORE INDUSTRY TO JAPAN

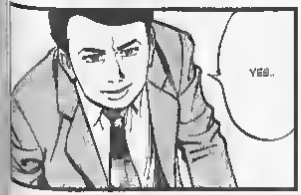
WOULD YOU LIKE FULL RESPONSIBILITY TO SEE IT THROUGH TO THE END?
HOW ABOUT IT MR. SUZUKI?
YOU HAVE PROGRESSED THIS FAR ON YOUR OWN.
...I WOULD LIKE TO HEAR YOUR DECISION AT THIS TIME.
ITO-YOKADO WILL PROVIDE UP TO HALF OF THE CAPITAL.
THE REST WILL BE UP TO YOU!
WE WILL START UP A NEW COMPANY!
WHAT DO YOU MEAN?
SHIMAZU'S TRANSFER TO THE NEW COMPANY WAS ALSO DECIDED - NOW THERE WAS NO TURNING BACK
THE OTHER EXECUTIVES NEITHER AGREED NOR DISAGREED WITH THE PRESIDENT'S DECISION
HE... START A NEW COMPANY...!!
YES, BUT SUZUKI HAS VERY ZEALOUSLY
MANAGED TO OBTAIN THEIR AGREEMENT...
IT STILL DOESN'T STRIKE ME.
A CONVENIENCE STORE.
ITO-YOKADO HEAD OFFICE
THIS IS TRUE.
IS IN...
LAUDABLE.
THE FACT THAT HE MANAGED TO PULL A RESPONSE OUT OF THE SOUTHLAND CORPORATION AT ALL
THE DISCUSSION SHOWING NEITHER AGREEMENT NOR DISAGREEMENT CONTINUED

YORK SEVEN

THE NEW COMPANY NAMED "YORK SEVEN" WAS IMMEDIATELY ESTABLISHED

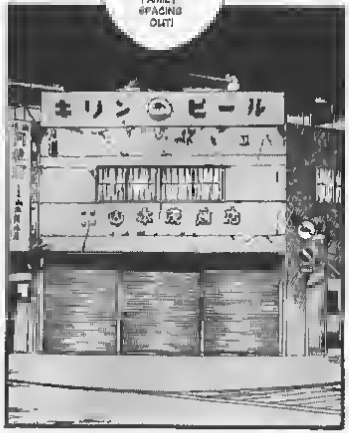
THE TOTAL CAPITAL FUND WAS ONE HUNDRED MILLION YEN
OF WHICH HALF WAS DESPERATELY SCROUNGED TOGETHER FROM THE TWO'S PERSONAL SAVINGS





LET'S EAT!

WHAT'S WRONG, DEAR?
OH, BIG BROTHER! THE SUPPORTING PILLAR OF OUR FAMILY SPACING OUT!


キリン ビール

A CONVENIENCE STORE... HMM.

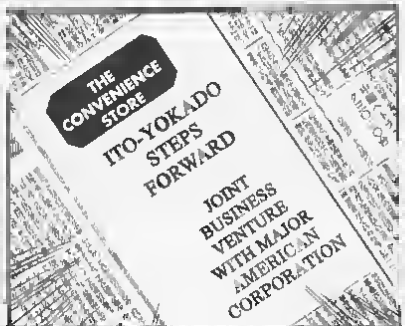
YOU GO HELP IN THE KITCHEN.
I'LL TEND THE STORE.
OK!

I'M HOME!
WELCOME HOME DEAR.
山本酒店
YAMAMOTO SHOTEN

EVERY DAY IT'S DELIVERIES NO CUSTOMERS COME IN TO THE STORE...
RUNNING A BUSINESS SURE IS HARD

sigh

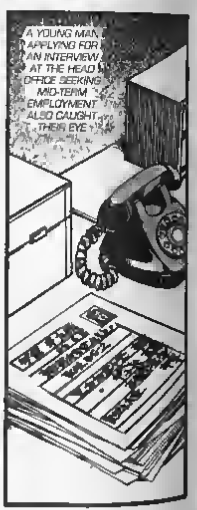
HUH...
A CONVENIENCE STORE...


THE CONVENIENCE STORE
ITO-YOKADO STEPS FORWARD
JOINT BUSINESS VENTURE WITH MAJOR AMERICAN CORPORATION

I THINK AN AMATEUR COULD COME UP WITH FRESHER IDEAS, DON'T YOU THINK?
RATHER THAN HAVE AN EXPERIENCED PERSON WITH TIRED OLD PRECONCEPTIONS.
NOT A PROBLEM!
THE CONVENIENCE STORE BUSINESS IS A COMPLETELY NEW INDUSTRY

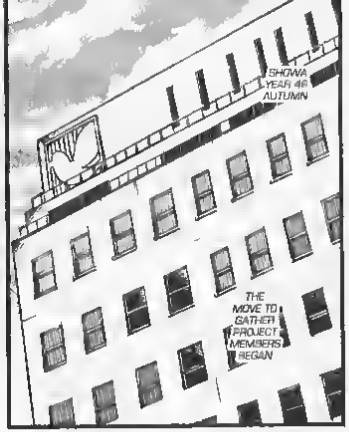
LET'S FORGET ABOUT FIELD EXPERIENCE AND CAST OUR NET WIDE FOR MEMBERS!

A FORMER TRADING COMPANY MAN
MASAAKI KAMATA
34 YEARS OLD


A YOUNG MAN APPLYING FOR AN INTERVIEW AT THE HEAD OFFICE SEEKING MID-TERM EMPLOYMENT ALSO CAUGHT THEIR EYE

I SEE.
AND YOU APPLIED AT ITO-YOKADO FOR MID TERM EMPLOYMENT
AS A FORMER TRADER YOU TRAVELED THE GLOBE - BUT WITH MARRIAGE YOU DECIDED TO SEEK A POSITION OF EMPLOYMENT THAT NO LONGER REQUIRED OVERSEAS TRAVEL...

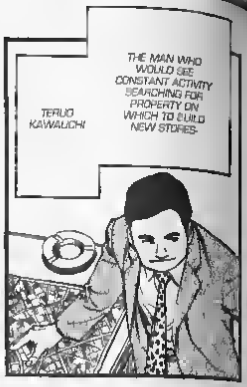
THERE WAS ONE MAN TO WHOM SUZUKI AND COMPANY REACHED OUT


SHOWA YEAR 48 AUTUMN
THE MOVE TO GATHER PROJECT MEMBERS BEGAN

A NEW PROJECT.. YOU SAY
BUT...I'VE ONLY EVER BEEN ACTIVE IN UNION DEALINGS
I HAVE PRACTICALLY NO EXPERIENCE IN THE RETAILING FIELD

ITO-YOKADO'S FORMER LABOR UNION CHAIRMAN
SHUICHI MAKUNI 38 YEARS OLD
HE HAD JUST QUIT AS FULL TIME CHAIRMAN THAT SPRING AND WAS UNDER THE WATCHFUL EYE OF THE COMPANY

THERE WAS EVEN ONE MAN WITH A QUIRKY JOB! HISTORY AS A FORMER OFFICER IN THE SELF-DEFENSE FORCE

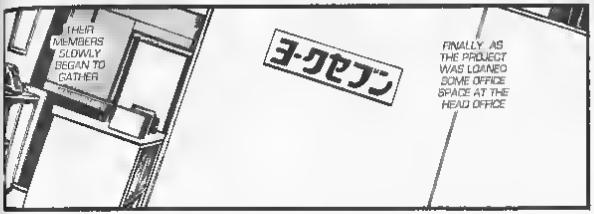

TERUO KAWAUCHI
THE MAN WHO WOULD SEE CONSTANT ACTIVITY SEARCHING FOR PROPERTY ON WHICH TO BUILD NEW STORES.

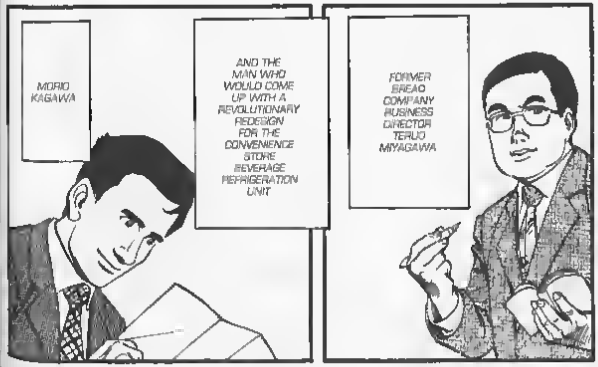
AKIO KAGAWA ALSO JOINED
AND THE FORMER TRADING COMPANY MAN WHO HAD ACTED AS TRANSLATOR FOR THE VISITING SOUTHLAND CORPORATION OFFICIALS-
I'LL BE WORKING WITH YOU FROM NOW ON
NICE TO BE HERE.

AND SUDDENLY THE TINY OFFICE BECAME CHEERY AND FULL OF LIFE
ALL TOGETHER THERE WERE 15 MEMBERS

...OF THE YOKADO GROUP IN OUR HANDS!
WE'RE THE NEW COMPANY THAT HOLDS THE FUTURE.

I WAS FULLY EXPECTING THAT I WOULD BE WORKING AT YOKADO
UHH... EXACTLY HOW IS THIS PLACE AFFILIATED WITH YOKADO ?


THEIR MEMBERS SLOWLY BEGAN TO GATHER
セブン-イレブン
FINALLY AS THE PROJECT WAS LOANED SOME OFFICE SPACE AT THE HEAD OFFICE

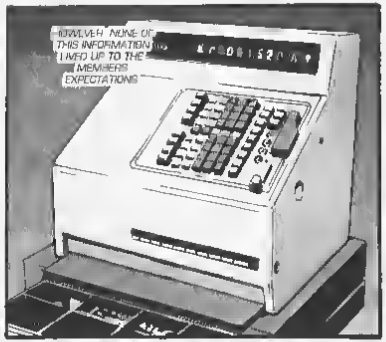

MORIO KAGAWA
AND THE MAN WHO WOULD COME UP WITH A REVOLUTIONARY FEDERGON FOR THE CONVENIENCE STORE BEVERAGE REFRIGERATION UNIT
FORMER BREAD COMPANY BUSINESS DIRECTOR TERUO MIYAGAWA

WE'RE GOING TO OBTAIN THEIR AMERICAN KNOW-HOW!
THE MEMBERS GATHERED AT THE SOUTHLAND CORPORATION IN DALLAS.
SHOWA YEAR 45, DECEMBER.
THEY ATTENDED LECTURES AND OBSERVED ON-THE-JOB TRAINING.
CLACK
CLACK
CLACK
CLACK
THAT MAKES US ALL "AMATEURS."
THE CONVENIENCE STORE DOESN'T YET EXIST HERE IN JAPAN.
THE SAME CAN BE SAID OF US TWO.
BOY, WE SHOULDN'T HAVE ASKED FOR A MORE AMATEUR BUNCH, THOUGH.
THEIR AIM TO EXCEED THE TARGET NUMBER OF SIXTY ESTABLISHED STORES BY SHOWA YEAR 50.
TO BE THE FIRST TO TAKE ON THIS NEW CHALLENGE IN JAPAN. THIS THOUGHT FIRED UP THE ENTIRE GROUP.
TO RECEIVE TRAINING AT THE SOUTHLAND CORPORATION!
FIRST, WE'LL ALL BE GOING TO AMERICA.
YES!
SHIMIZU, TELL THEM.
NOW THAT WE'RE ALL TOGETHER, I HAVE AN ANNOUNCEMENT.

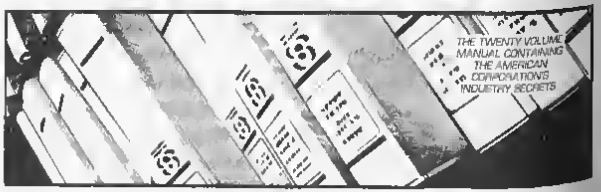
BUT THE PROJECT TEAM'S UNEASY PREMONITION SOON BECAME A REALITY

WE'D BETTER FIND A WAY TO GET THAT AMERICAN CONVENIENCE STORE KNOW-HOW SOON.

WHO KNOWS!!
HOW LONG DO WE HAVE TO KEEP WORKING THE CASH REGISTER?

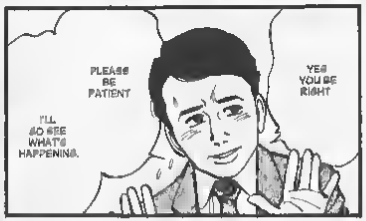

HOWEVER, NONE OF THIS INFORMATION LIVED UP TO THE MEMBERS' EXPECTATIONS

AND THE MEMBERS WERE IN POSSESSION OF THE COVETED ITEM-
THE TRAINING PROGRAM IN AMERICA CAME TO AN END

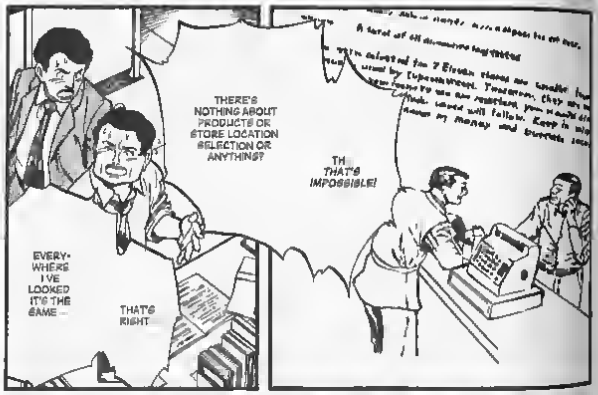

THE TWENTY VOLUME MANUAL CONTAINING THE AMERICAN CORPORATION'S INDUSTRY SECRETS

MR. SUZUKI, IS IT GOING TO BE OKAY?
IS THIS TRAINING REALLY GOING TO HELP US IN SETTING UP THE CONVENIENCE STORE IN JAPAN?

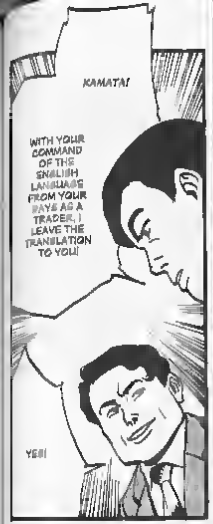
WE DIDN'T COME HERE TO WORK AS PART-TIME CASHIERS ..
I'M SURE IT'S NECESSARY FOR US TO KNOW HOW TO WORK THE REGISTER SLIT
MR. SHIMIZU

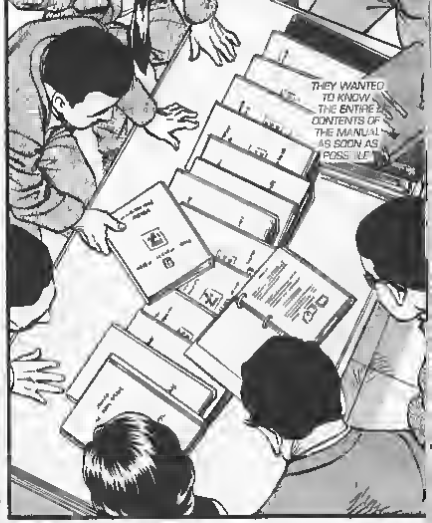

PLEASE BE PATIENT
YES YOU'RE RIGHT
I'LL GO SEE WHAT'S HAPPENING.

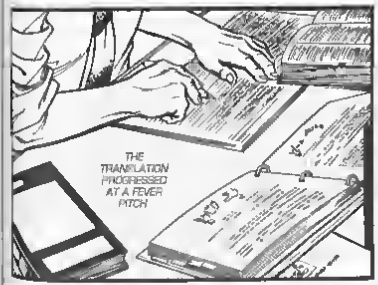
THE REST IS ALL ABOUT HOW TO WORK THE REGISTER OR HOW TO HAND OVER CHANGE...
I MEAN, THE EXPLANATION OF THE ACCOUNTING SYSTEM IS USEFUL AS REFERENCE TO US IN JAPAN, BUT...
IS THIS REALLY A MANUAL FOR CONVENIENCE STORE MANAGEMENT?
THERE'S NOTHING ALL THAT DIFFERENT FROM WHAT WE LEARNED IN OUR TRAINING SESSION!


THERE'S NOTHING ABOUT PRODUCTS OR STORE LOCATION SELECTION OR ANYTHING?
TH-THAT'S IMPOSSIBLE!
EVERY-WHERE I'VE LOOKED IT'S THE SAME—
THAT'S RIGHT

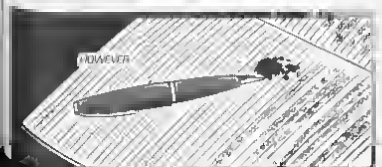
WHERE ARE WE GOING TO FIND SUCH A PLACE IN JAPAN WHICH IS CRAMMED WITH 1,600,000 STORES ALREADY?
"TO BE NEAR A RESIDENTIAL AREA, FACING THE STREET, IN AN AREA WITH NO COMPETING RETAILERS..." THESE ARE ALL BLATANTLY OBVIOUS POINTS!
UHH... "LOCATIONS OF CHOICE ARE..."


KAMATA!
WITH YOUR COMMAND OF THE ENGLISH LANGUAGE FROM YOUR DAYS AS A TRADER, I LEAVE THE TRANSLATION TO YOU!
YES!

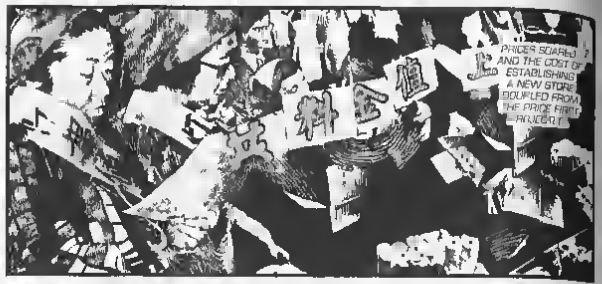

THEY WANTED TO KNOW THE ENTIRE CONTENTS OF THE MANUAL AS SOON AS POSSIBLE


THE TRANSLATION PROGRESSED AT A FEVER PITCH

OUR FUTURE DEPENDS ON THESE CONTENTS!!


HOWEVER

LET'S GIVE IT A TRY!
WE'LL JUST HAVE TO START UP THE JAPANESE CONVENIENCE STORE USING OUR OWN INGENUITY!!
BUT...WE'LL HAVE TO START FROM ZERO ALL OVER AGAIN...
THEN WE'LL START FROM ZERO SHIMIZU!
MANUAL CONTENTS ON WHICH ALL THEIR HOPES HAD RESTED WAS MOSTLY USELESS
AMERICAN KNOW-HOW IN VERBATIM WON'T APPLY HERE IN JAPAN
IT'S AS WE WERE FIRST TOLD THIS BUSINESS FLOURISHES IN AMERICA BECAUSE OF THE LOW NUMBER OF RETAILERS THERE.
YOU'RE NOT THINKING OF PAYING A FORFEITURE AND RESCINDING THE CONTRACT...?
WHAT ARE WE GOING TO DO?
MR. SUZUKI...
WEREN'T WE GOING TO ACCOMPLISH WHAT NO ONE ELSE HAD DONE BEFORE?!
WE'VE ONLY JUST STARTED! I DON'T WANT TO GIVE UP SO EASILY!
NO...ARE WE JUST GOING TO THROW IN THE TOWEL?


PRICES SOARED AND THE COST OF ESTABLISHING A NEW STORE DOUBLED FROM THE PRICE FIRST PROJECTED!

THE PROJECT BEGAN TO WORK TOWARD THE OPENING OF STORE NUMBER ONE

ALTHOUGH THE PLOT REQUIRED WAS A MERE 0 SO TSUJIO THIS TASK WAS NOT AN EASY ONE.
KAWAUCHI WAS IN CHARGE OF PROCURING PROPERTY

THE MEMBERS RUSHED AROUND IN SEARCH OF PROPERTY

CHARY

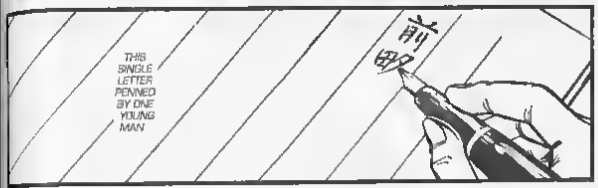
AN AREA THAT MEETS BOTH OUR AVAILABLE FUNDING AND BUILDING REQUIREMENTS..
IT'S NO GOOD HERE, EITHER..
WHERE CAN THERE BE SUCH AN IDEAL PIECE OF PROPERTY LEFT HERE IN OIL SHOCKED JAPAN?!

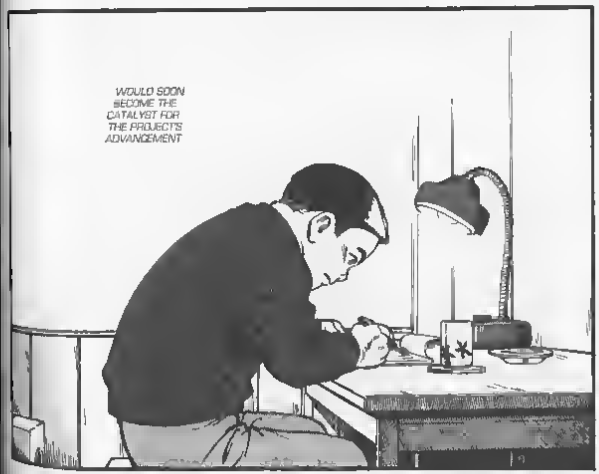
-THE OIL SHOCK!
原油、30%値上げ
石油不足、石
生活防衛どうやっうや
卸売物価、異常な暴騰

CHAPTER 5

THE LEAP

THE BIRTH OF STORE NUMBER ONE

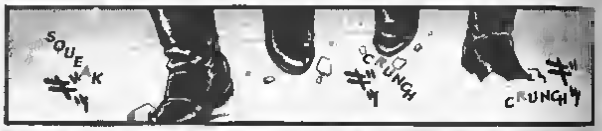




MR. SHIMIZU, A LETTER FOR YOU
THEN ONE DAY
THERE SEEMED TO BE DARK SKIES AHEAD FOR THE PROJECT
A LETTER...?
YAMAMOTO KEN-ji
KOHTOU DISTRICT
1-3-35
山本憲司
?
THIS IS...!

A CONVENIENCE STORE IS JUST NOT POSSIBLE IN JAPAN!
HAVE YOU CONSIDERED THAT..
DESPITE ALL THE STAFF'S HARD WORK THERE WAS STILL NO PROSPECT FOR THE OPENING OF STORE NUMBER ONE.
PLEASE... KEEP TRYING!
ANYWAY MR. KAWAUCHI
..LET ALONE 50 STORES IN 2 YEARS! HOW ARE THOSE NUMBERS POSSIBLE?!
LOOK AT THE TROUBLE WE'RE HAVING JUST TO SET UP ONE STORE..
THAT'S EASY FOR YOU TO SAY..
COMPLAINTS BEGAN TO EMERGE FROM FRUSTRATED STAFF MEMBERS

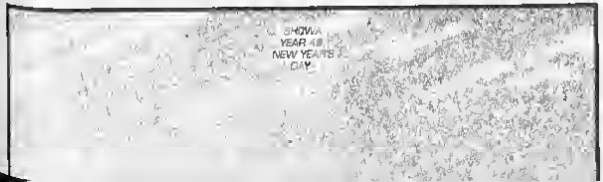
THROUGH THE SWIRLING HEAVY SNOW, SUZUKI AND SHIMIZU HEADS FOR A VISIT WITH THE SENDER OF THE LETTER

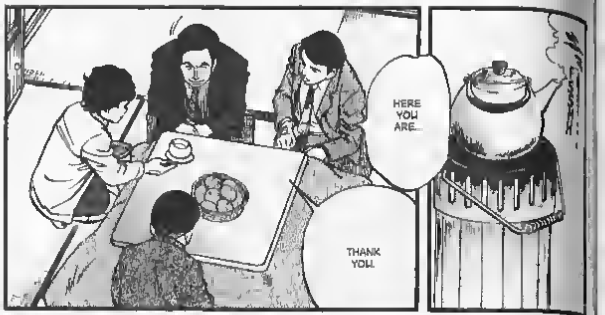

SQUEAK
SCRUNCH
CRUNCH

THERE IT IS...

I HAVE READ THE ARTICLE IN THE NEWSPAPER CONCERNING YOUR PROJECT. IS IT POSSIBLE FOR MY SHOP TO BE CONVERTED INTO THIS NEW TYPE OF RETAILER CALLED "THE CONVENIENCE STORE"?
SOMEONE ACTUALLY VOLUNTEERS FOR CONVERSION AND WE HAVEN'T EVEN ESTABLISHED OUR FIRST STORE!
WHAT A SURPRISE...

HE WAS THE YOUNG OWNER OF A SMALL LIQUOR STORE IN THE KOHTOU DISTRICT.
THE SENDER'S NAME WAS KENJI YAMAMOTO.


SHOWA YEAR 48 NEW YEAR'S DAY

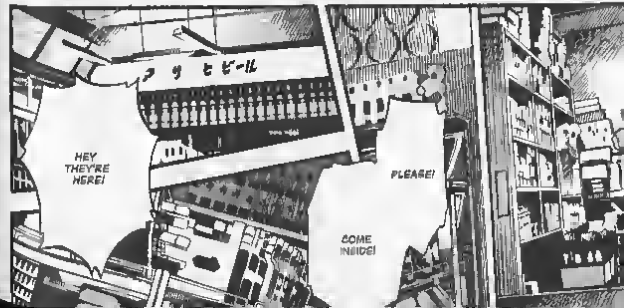

HERE YOU ARE...
THANK YOU.

HE WAS NEWLY WED TO His WI... YOUKO
KENJI YAMAMOTO
23 YEARS OLD

OUR FAMILY'S FUTURE DEPENDS ON THIS STORE...
I WANT MY YOUNGER BROTHER AND SISTER TO GET A HIGHER EDUCATION .. AND I TRY TO BE LIKE A PARENT TO THEM.
WHEN MY FATHER DIED I COULDN'T LET MY MOTHER RUN THE SHOP ALONE, SO -
I DROPPED OUT OF COLLEGE AND TOOK OVER THE STORE.

ON ONE CORNER SAT A LONE LIQUOR STORE.
IN AN AREA OF RECLAIMED LAND IN A NEIGHBORHOOD OF FACTORIES AND VACANT LOTS...

YAMAMOTO SHOTEN
CLACK
HERE ABOUT THE CONVENIENCE STORE. ?
OH UHH- ARE YOU.


HEY THEY'RE HERE!
PLEASE!
COME INSIDE!

AND I SENT THE LETTER TO YOU
THE MORE I THOUGHT ABOUT IT, THE MORE I COULDN'T CONTAIN MYSELF..
I'D LIKE TO TAKE A GAMBLE ON THIS NEW VENTURE CALLED THE CONVENIENCE STORE, FOR MY FAMILY'S SAKE, TOO..

COULD YOU USE MY STORE?!
WHAT DO YOU THINK?

LET'S DO IT, MR. YAMAMOTO!

I GIVE HIM CREDIT FOR HIS PASSION.. BUT

DESPITE THE CONSTANT DELIVERIES I HAVE TO MAKE THE PROFIT IS VERY LOW...
I INHERITED THIS LIQUOR STORE FROM MY FATHER BUT..
AH WELL.
IT JUST MAKES ME WORRIED FOR THE FUTURE.

VERY ADMIRABLE FOR SUCH A YOUNG MAN.

THERE'S NO SPACE FOR PARKING, EITHER.
IT'S ONLY 24 TSUBO- LESS THAN HALF THE SIZE OF THE AMERICAN STANDARD..
TO BE HONEST, THIS STORE..

IS THERE EVEN A POINT TO BEING OPEN LATE?
AND I WONDER, HOW MUCH FOOT TRAFFIC IS THERE AROUND HERE AT NIGHT?

THEN I READ THE ARTICLE ABOUT YOU IN THE NEWSPAPER.
コンビニエンスストア
便利店
イトーヨーカ堂が乗出す
米の大手と業務提携
AND I THOUGHT, "THIS IS IT!"

YOU'RE RIGHT...
WE'RE STARTING THIS CHALLENGE FROM ZERO SO...

WE'LL HAVE TO TRY!
BOTH WE AND MR. YAMAMOTO HAVE GOT OUR BACKS AGAINST THE WALL.

AND SO THE DECISION WAS MADE TO CONVERT THE YAMAMOTO STORE INTO ONE NUMBER ONE.
IN SPITE OF REFUSALS ON THE PART OF THE AMOUNT YAMAMOTO GOT GAGED HIS PROPERTY, TO OBTAIN A LOAN FROM THE BANK

THERE WAS NOW NO TURNING BACK FOR THE YAMAMOTO FAMILY EITHER

I'M IN YOUR HANDS!
LIKEWISE!

I'LL TRY MY BEST!

WE WILL RETURN YOUR STORE TO YOU EXACTLY THE WAY IT WAS
IF THIS SOMEHOW DOESN'T WORK OUT

WILL IT REALLY BE OK?
BUT...
HE'S WILLING TO PUT HIS ENTIRE LIFE IN OUR HANDS.
SHIMIZU DON'T YOU THINK IT'S INCREDIBLE?

THE NUMBER OF REFRIGERATED ITEMS HE CAN SELL WILL BE DECREASED
ACCORDING TO THE SIZE OF THE STORE INTERIOR, THE ONLY MODEL WE CAN FIT IS THE SMALL FRONT-OPENING KIND
AN AMERICAN SIZED REFRIGERATION UNIT SIMPLY WILL NOT FIT IN MR YAMAMOTO'S STORE.

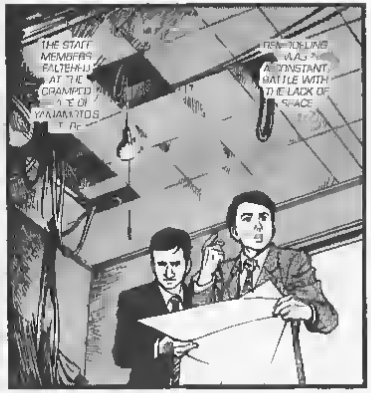
KAGAWA HAD BEEN PUT IN CHARGE AS HEAD OF RECONSTRUCTION FOR STORE NUMBER ONE
YES..

IT CAN'T REALLY BE CALLED A CONVENIENCE STORE
AND IF YOU CAN'T HAVE COLD BEVERAGES CONSTANTLY ON HAND FOR SALE...

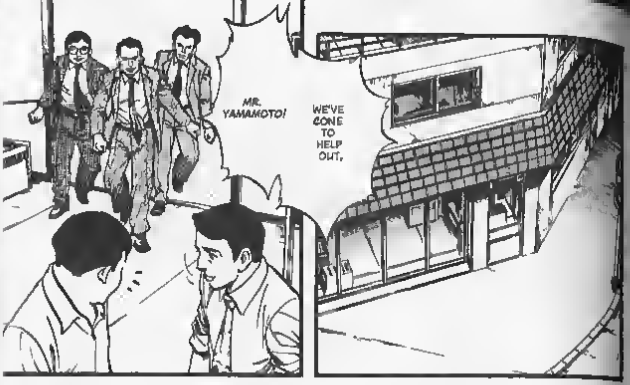
EVEN IF THE REFRIGERATOR ITSELF IS SMALL IN CAPACITY RESTOCKING MORE FREQUENTLY WILL MAKE UP FOR IT RIGHT?

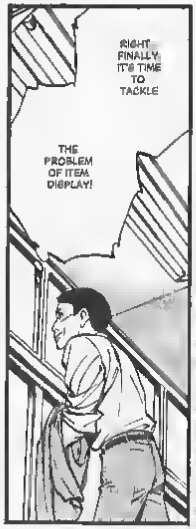
KAGAWA...
DO YOU HAVE ANY IDEAS?

THE S
PLOT SIZE
WAS 24 TSUBO
HALF THE SIZE OF AN AMERICAN STORE


THE STAFF MEMBERS FALTERED AT THE CRAMPED
OF YAMAMOTOS
RESTOCKING WAS A CONSTANT BATTLE WITH THE LACK OF SPACE.

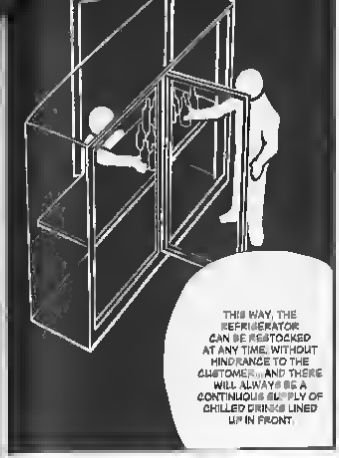
山本反面店
WOULD PROVIDE THE BASIS FOR A RETAILING REVOLUTION
BUT LATER THIS VERY LACK OF SPACE
WHAT DID YOU SAY ?!
THE REFRIGERATOR UNIT WON'T FIT!
MR SHIMIZU WE HAVE A PROBLEM!


MR. YAMAMOTO!
WE'VE COME TO HELP OUT.


RIGHT... FINALLY, IT'S TIME TO TACKLE
THE PROBLEM OF ITEM DISPLAY!

MR. SHIMIZU... ABOUT ITEM DISPLAY - IT'S ALL WAITING IN THE CONFERENCE ROOM BACK AT THE OFFICE.
YOU CAN LEAVE EVERYTHING HERE TO US.

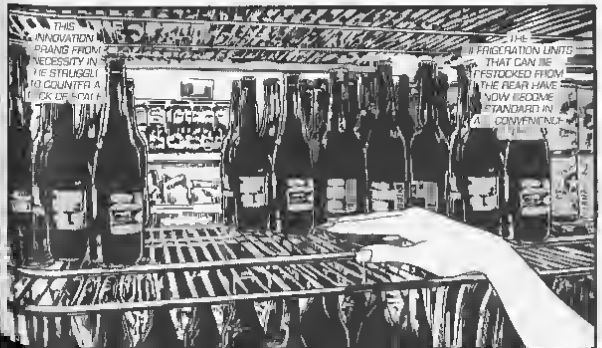
O-I MR. IWAKUNI, I LEAVE IT TO YOU.

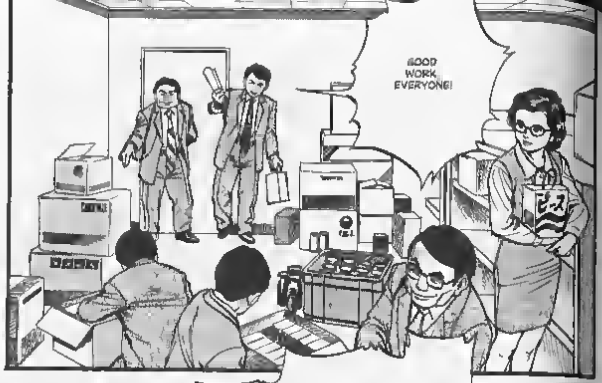

THIS WAY, THE REFRIGERATOR CAN BE RESTOCKED AT ANY TIME WITHOUT HINDRANCE TO THE CUSTOMER... AND THERE WILL ALWAYS BE A CONTINUOUS SUPPLY OF CHILLED DRINKS LINED UP IN FRONT!

WHAT IF WE PUT A DOOR IN BACK, ALSO?

!

AFTER ALL THIS BUSINESS HAS NO PRECEDENTS!
RIGHT!
DO WHAT YOU THINK IS BEST!


THIS INNOVATION STEMS FROM NECESSITY IN THE STRUGGLE TO COUNTER A LACK OF SOUL.
THE REFRIGERATION UNITS THAT CAN BE RESTOCKED FROM THE REAR HAVE NOW BECOME STANDARD IN CONVENIENCE


GOOD WORK, EVERYONE!

YES SIR!
IN A STORE THE SIZE OF 24 TSUBO, WITHOUT WASTING AN INCH OF SPACE!
LET'S FIGURE OUT HOW WE CAN DISPLAY ALL THESE PRODUCTS EFFICIENTLY
NOW!

DISPLAY IDEAS WERE CONTRIBUTED BY THE ENTIRE STAFF
SHELVES SIMULATING THE INTERIOR OF THE YAMAMOTO STORE WERE SET UP

ROAAAR

EVERYTHING IS JUST A STAR IN THE DARK AT THIS POINT
LIQUOR JUICE / SODAS BREAD SUNDRIES
HOW BEST TO DISPLAY WHICH ITEMS IN SUCH A CRAMPED STORE INTERIOR?
THAT'S SIX TIMES THE AMOUNT CARRIED BY THE OLD YAMAMOTO LIQUOR STORE...
3000 VARIETIES OF PRODUCTS ARE TO BE CARRIED IN THE CONVENIENCE STORE

THEY'VE ALREADY BEEN DELIVERED TO THE CONFERENCE ROOM AND EVERYONE'S BEGUN WORKING ON IT!
AND ALL THE SUNDRIES AND FOOD ITEMS ON THIS LIST?

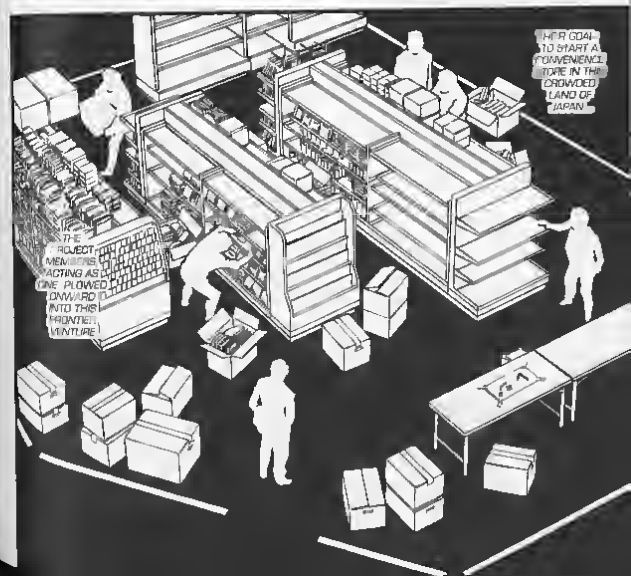
HERE'S ITO-YOKADO'S LIST OF BEST SELLING ITEMS!
MR. SHIMIZU!

MEANWHILE, AN INSPECTION TEAM FROM THE SOUTHLAND CORPORATION WAS VISITING YAMAMOTO'S STORE

YOU COULD NEVER ADEQUATELY DISPLAY ITEMS IN SUCH A SMALL STORE AS THIS
THIS IS THE STORE..?
AND THE LOCATION'S NOT THAT GREAT, EITHER

OH!!
WE'LL DO THE REST OUR-SELVES!!
FORGET IT, THEN!

TOMIKO SUGIYAMA
THE SOLE FEMALE MEMBER OF THE PROJECT TEAM
THEY LADDER SO EASILY, YOU KNOW.
HMM!
OH! IT MIGHT BE CONVENIENT TO HAVE THE STOCKINGS LINED AT THE ENTRANCE.


THE PROJECT MEMBERS ACTING AS ONE PLOWED ONWARD INTO THIS FRONTIER VENTURE
THEIR GOAL: TO START A CONVENIENCE STORE IN THE CROWDED LAND OF JAPAN

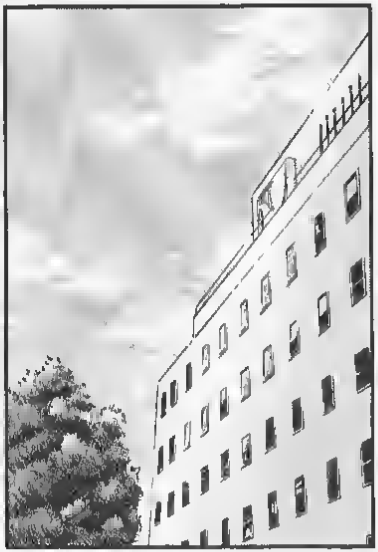
YAWN

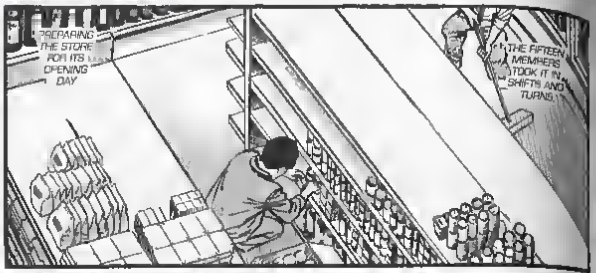
EVERYONE IS REALLY GIVING THEIR ALL.
WORKING ON-SITE AT THE YAMAMOTO STORE
THE ITEM DISPLAY SIMULATIONS IN THE CONFERENCE ROOM.

OHHH IT'S FINALLY STARTING TO FEEL REAL!
THEY'RE READY!!
LET'S ALL GO DISTRIBUTE THE FLIERS!
THE FLIERS ARE PRINTED!
BAM

ELEVEN
"THE JAPANESE CONVENIENCE STORE" MOVEMENT HAS ALREADY BEGUN!
NO MATTER WHAT THEY SAY THERE IS NO WAY WE CAN QUIT NOW!

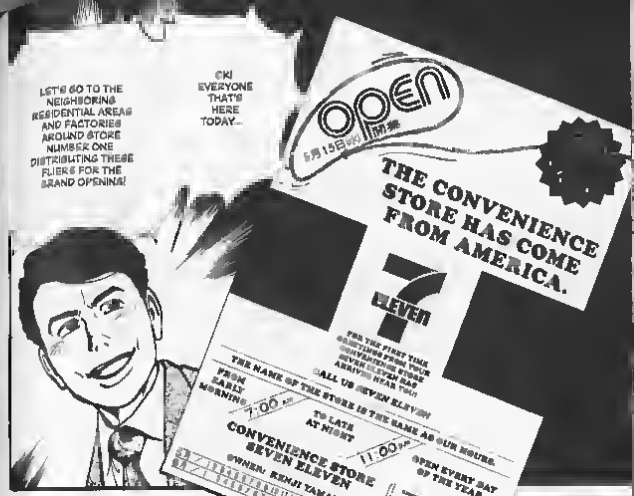
ANOTHER ALL-NIGHTER




PREPARING THE STORE FOR ITS GRAND OPENING DAY
THE FIFTEEN MEMBERS TOOK IT IN SHIFTS AND TURNS.

HOWEVER...
THE WORK WAS NON-STOP OFTEN CONTINUING ALL NIGHT.
IN THE FINAL WEEK BEFORE THE GRAND OPENING...

NOT A SINGLE MEMBER MADE A COMPLAINT


LET'S GO TO THE NEIGHBORING RESIDENTIAL AREAS AND FACTORIES AROUND STORE NUMBER ONE DISTRIBUTING THESE FLIERS FOR THE GRAND OPENING!
OK! EVERYONE THAT'S HERE TODAY...
OPEN
5月15日(木) AM 10:00
THE CONVENIENCE STORE HAS COME FROM AMERICA.
7 ELEVEN
FOR THE FIRST TIME IN JAPAN, THE CONVENIENCE STORE FROM THE AMERICAN DREAM
CALL US SEVEN ELEVEN
THE NAME OF THE STORE IS THE SAME AS OUR HOUSE.
FROM EARLY MORNING 7:00AM
TO LATE AT NIGHT 11:00PM
OPEN EVERY DAY OF THE YEAR.
CONVENIENCE STORE SEVEN ELEVEN
OWNER: RENJI YAMAMOTO

FRANTIC ACTIVITY INCREASED.
AS THE OPENING DAY IN MAY DREW CLOSER.

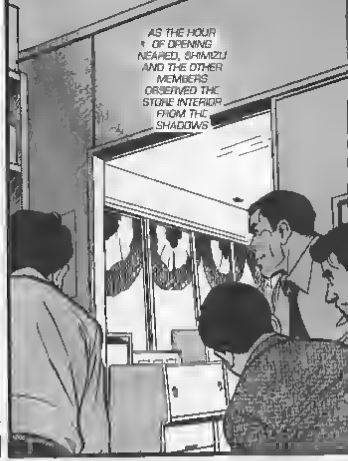
RUFF RUFF RUFF
02

GLAP
THE OWNER HAS ARRIVED!
CLAP
CLAP
CLAP
CLAP
GOOD MORNING!
IT ANS FIRST CONVENIENCE STORE FACED ITS GRAND OPENING DAY!
SHOWA YEAR 49 MAY 15
HA HA HA
7 ELEVEN
YES, REALLY SHARP..
THAT UNIFORM LOOKS GOOD ON YOU, MR. YAMAMOTO!
OHHH. SUCH FLATTERY..
UNFORTUNATELY, THERE WAS RAIN.
EVERYONE THANKS FOR ALL YOUR WORK.
NOW ALL THAT'S LEFT TO DO IS TO WAIT FOR 7 A.M. WHEN THE STORE WILL OPEN.

IT WAS A FACTORY WORKER ON HIS WAY TO WORK
AFTER SOME TIME THE FIRST CUSTOMER ENTERED

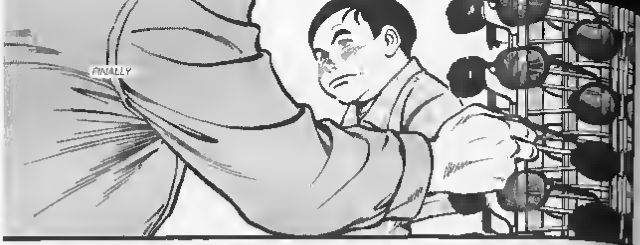
WELCOME!
Y...YES.
ARE YOU OPEN?

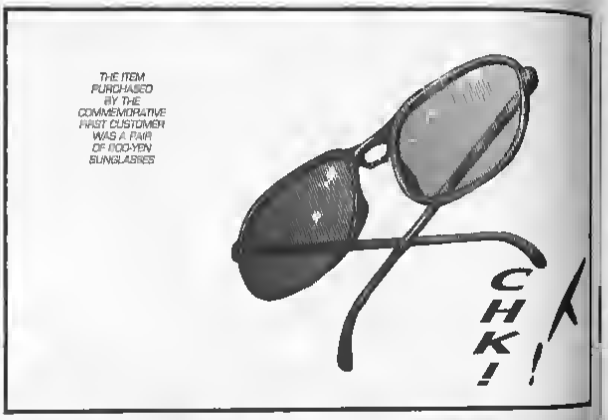
THE LONE MALE CUSTOMER SLOWLY WALKED AROUND THE STORE.

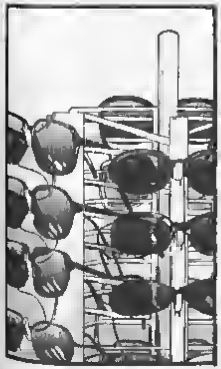

AS THE HOUR OF OPENING NEARED, SHIMIZU AND THE OTHER MEMBERS OBSERVED THE STORE INTERIOR FROM THE SHADOWS

CLACK

THIS IS SO DIFFERENT FROM A SUPERMARKET LAUNCH...
IT'S PRETTY DISQUIETING WHEN THERE'S NO ONE LINED UP BEFORE THE GRAND OPENING.


FINALLY

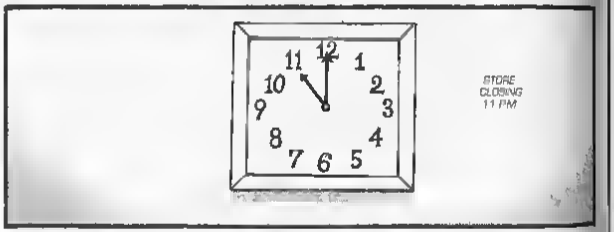

THE ITEM PURCHASED BY THE COMMEMORATIVE FIRST CUSTOMER WAS A PAIR OF 1100-YEN SUNGLASSES
CHK!

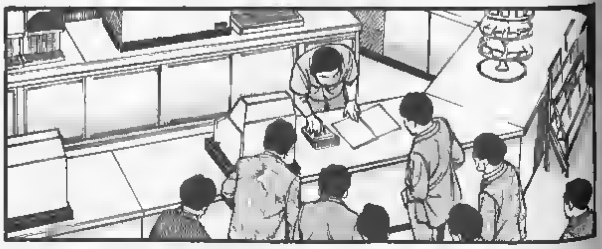


BUT TO YAMAMOTO IT FELT MORE LIKE 10 OR 20
IT WAS A MERE 2 OR 3 MINUTES

(便利で豊かなお店)が
アメリカからはばまると…
7
セブン-イレブン

CONSISTING OF HOMEMAKERS AND CHILDREN
BY THAT AFTERNOON, A LONG LINE HAD FORMED
THEY WERE CUSTOMERS FROM THE NEIGHBORING HOUSING COMPLEX DRAWN BY THE FLIERS THEY HAD SEEN


STORE CLOSING 11 PM



DESPITE THE WORRIES OF YAMAMOTO, SHIMIZU AND THE REST OF THE GROUP, THERE WAS A STEADY FLOW OF CUSTOMERS.

MAMA,
BUY ME THIS!

WELCOME.

OH THEY SELL STOCKINGS, TOO!

OHHH
THE PROJECT TEAM MEMBERS WERE OVERFLOWED WITH EXCITEMENT!
THE TOTAL SALE FOR THAT DAY WAS 394,000 YEN TWICE THE AMOUNT OF THE OLD LIQUOR STORE DAYS!
PEEP
PEEP
PEEP
PIP
PIP
PIP
THE GRAND TOTAL CALCULATED IS...
394,000 YEN!!

IT WAS TRUE THAT SALES HAD DOUBLED

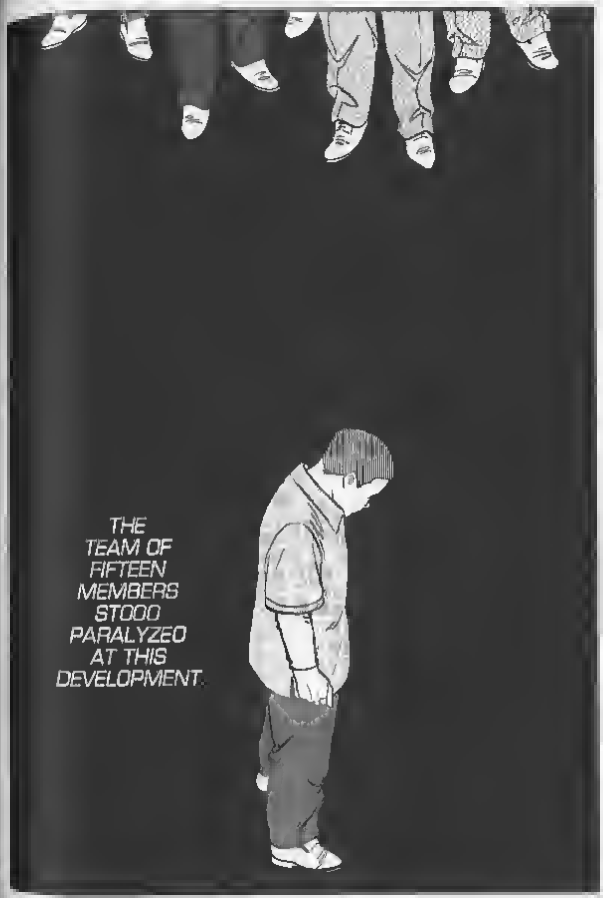
THE PROFIT WAS ACTUALLY NO BETTER THAN BEFORE
BUT AFTER SUBTRACTING THE COST OF EMPLOYING PART TIME WORKERS FOR THE EXTENDED OPEN HOURS, THE ELECTRICAL BILLS, AND ROYALTIES PAID TO THE HEAD OFFICE

IF THINGS CONTINUED IN THIS WAY, YAMAMOTO WOULD SOON BE ENGULFED IN THE FLAMES OF DEBT AS HE STRUGGLED TO REPAY HIS LOANS

THEIR JUBILATION WAS CRUELLY DASHED
BUT ONE MONTH LATER

FINAL CHAPTER

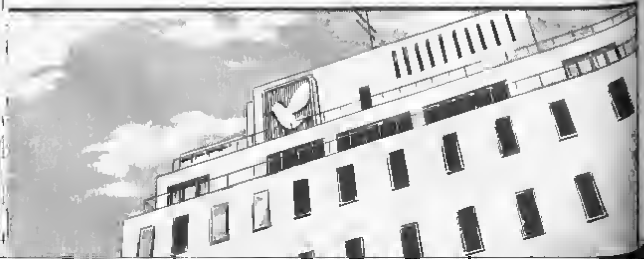
ADVANCEMENT
JAPAN OUTDOES AMERICA



WELCOME.

THE RESPONSIBILITY OF REPAYING THE DEBT OF OVER 30 MILLION YEN WEIGHED HEAVILY ON THE YOUNG YAMAMOTOS

LEAVING THEIR NEWBORN CHILD UNDER THE CARE OF HER PARENTS
HIS WIFE RYOUKO STOOD BEHIND THE REGISTER A MERE TEN DAYS AFTER GIVING BIRTH



BUT BEHIND THIS FACADE OF SUCCESS IT WAS ALL MIRED IN SEVERE FINANCIAL HARDSHIP
SIX MONTHS PASSED SINCE THE GRAND OPENING AND ON THE SURFACE THE YAMAMOTO STORE SEEMED TO BE DOING WELL!

NOD

Z

WORKED 18-HOUR DAYS FROM OPENING TO CLOSING AVERAGING ONLY THREE HOURS OF SLEEP
DESPITE THIS YOUNG YAMAMOTO IN HIS DETERMINATION TO MAKE THE CONVENIENCE STORE SUCCEED

WELCOME...!
WHOOSH

HUH ?
WELCOME!

THE TEAM HAD COME THIS FAR THROUGH MUCH EFFORT. BUT THIS TIME THEY COULD NOT SEE ANY LIGHT AT THE END OF THE TUNNEL.
EVERY PROJECT MEMBER FELT A HEAVY RESPONSIBILITY FOR THE SITUATION THEY HAD PUT THE YAMAMOTO FAMILY IN.
THE FLIGHT OF THE YAMAMOTO STORE ALSO CAST A DARK SHADOW ON THE PROJECT TEAM.
EVEN THROUGH SUCH TIMES ONE MAN CONTINUED HIS REGULAR VISITS TO THE YAMAMOTO STORE.
WE ABSOLUTELY CANNOT ALLOW MR. YAMAMOTO'S STORE TO FAIL. THERE HAS TO BE A SOLUTION.
IF STORE NUMBER ONE DOES NOT SUCCEED THERE IS NO FUTURE FOR THIS PROJECT.
COME TO THINK OF IT...
WHERE IS MR. IWAKUNI?
THE YAMAMOTO STORE AGAIN TODAY.
HE'S DOING A GOOD JOB FOR US.

THANK YOU VERY MUCH, MR. IWAKURI!
YOUR CUSTOMERS ARE WAITING.
MR OWNER!
THEN ONE DAY HE NOTICED SOMETHING
?
THIS HAD BECOME A DAILY RITUAL FOR IWAKURI
ヴッヴ

DON'T YOU HAVE TO BE AT THE OFFICE?
MR. IWAKURI! YOU DIDN'T HAVE TO..
OH, THANK YOU FOR ALL YOUR HELP, AS ALWAYS!
HERE ARE SOME COINS FOR CHANGE.
I STOPPED BY THE BANK, SO..
BUT..
NOW, MR YAMAMOTO, YOU TEND THE REGISTER
I PREFER TO BE ON THE WORKSITE AS MUCH AS POSSIBLE.
I'VE ALWAYS BEEN A UNION MAN...
I'M DEEPLY THANKFUL BUT...
I'D LIKE TO HELP YOU OUT, IF ONLY WITH LABOR!
I FEEL SO BAD ABOUT THIS! ..

MR. IWAKURI, PLEASE COME HERE FOR A SECOND
?
WOULDN'T IT BE BETTER TO KEEP CONTINUOUS STOCK OF YOUR BEST-SELLING ITEMS?
GRRAK
IN A SMALL STORE LIKE OURS RESTOCKING 3000 VARIETIES OF PRODUCTS RESULTS IN A HUGE PILE-UP IN STORAGE
THE WAREHOUSE WILL ONLY MAKE WHOLE DELIVERIES
LOOK AT THIS

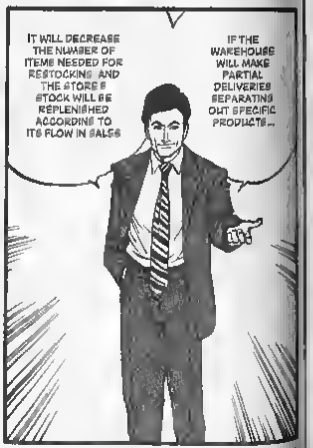
THE GROOMS. EVEN THE TABLEWARE.
EVERYTHING IS COVERED IN DUST.
WOW FORGET THE FLOOR MOPPING WE NEED TO DUST IN HERE...
FOOF
WHY AREN'T YOU RESTOCKING THE BEVERAGES AS THEY SELL OUT?
MR YAMAMOTO
.. WHILE ON THE OTHER HAND THERE ARE ITEMS SUCH AS BEVERAGES THAT REMAIN OUT OF STOCK.
CERTAIN ITEMS REMAIN UNSOLD FOR MONTHS, GATHERING DUST ON THE SHELVES..
WHY?
WAIT A MINUTE...

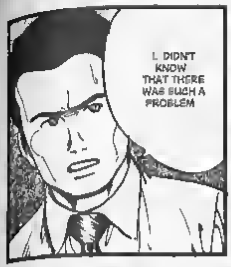
WHAT DO YOU MEAN, MR. SUZUKI?

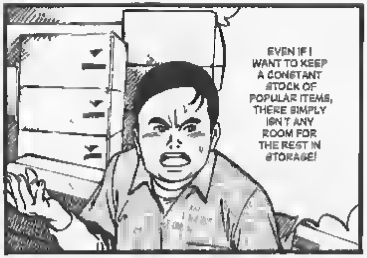
CHANGE THE METHOD OF DELIVERY!

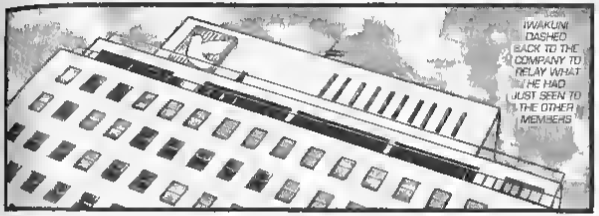
—"SUB-DIVIDED DELIVERY"!

BUT... SUB-DIVIDED DELIVERY OF SUNDRIES - THEY'LL SAY IT'S UNECONOMICAL THE WAREHOUSE WON'T AGREE TO SUCH A THING!
THAT'S UNWISE MR. SUZUKI!


IT WILL DECREASE THE NUMBER OF ITEMS NEEDED FOR RESTOCKING AND THE STORE'S STOCK WILL BE REPLENISHED ACCORDING TO ITS FLOW IN SALES
IF THE WAREHOUSE WILL MAKE PARTIAL DELIVERIES SEPARATING OUT SPECIFIC PRODUCTS...


I DIDN'T KNOW THAT THERE WAS SUCH A PROBLEM


EVEN IF I WANT TO KEEP A CONSTANT STOCK OF POPULAR ITEMS, THERE SIMPLY ISN'T ANY ROOM FOR THE REST IN STORAGE!

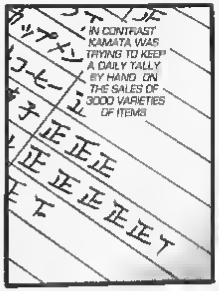

IWAKUNI DASHED BACK TO THE COMPANY TO RELAY WHAT HE HAD JUST SEEN TO THE OTHER MEMBERS

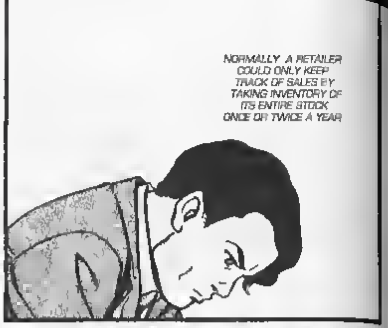
IT WAS THEN THAT THE LEADER SUZUKI SPOKE

A PROBLEM IN STORAGE
ISN'T THERE ANY SOLUTION?

WHAT'S SELLING AND WHAT'S NOT SELLING - WE NEED TO CHECK THE SALES RECORD OF EVERY ITEM.
RIGHT!
SUZUKI FURTHER CAME UP WITH AN INNOVATIVE IDEA
IF WE RESTOCK ONLY THOSE ITEMS WHICH ARE SURE SELLERS,
THERE WON'T BE A PROBLEM WITH WASTED STORAGE SPACE.
REMEMBER THAT DAILY LOG YOU USED TO KEEP SHIMIZU?
JUST THINK OF THIS AS THE "CONVENIENCE STORE VERSION" OF THAT
I SEE
YES BUT...

ALSO, THERE WAS A MINIMUM REQUIREMENT ON THE WAREHOUSE DELIVERY OF VARIOUS ITEMS AVAILABLE ONLY IN PREDETERMINED NUMBERS. I.E. A DOZEN CLEANSERS, FIVE CASES OF JUICE, ETC.
IN JAPAN AT THE TIME, IT WAS CUSTOMARY TO RESTOCK EVERY ITEM IN THE STORE IN ONE WHOLE DELIVERY.
I'LL CONVINCE THE WAREHOUSES!
IT'S IN YOUR HANDS, MR. IWAKUNI!
I'VE JUST REMEMBERED MY STRONG POINT—
THE "AGGRESSIVE BARGAINING" TECHNIQUES FORGED FROM MY DAYS AS A UNION ACTIVIST!
LET ME DO THIS FOR THE YAMAMOTO STORE!


IN CONTRAST KAMATA WAS TRYING TO KEEP A DAILY TALLY BY HAND ON THE SALES OF 3000 VARIETIES OF ITEMS


NORMALLY A RETAILER COULD ONLY KEEP TRACK OF SALES BY TAKING INVENTORY OF ITS ENTIRE STOCK ONCE OR TWICE A YEAR

I'LL DO IT..

IN AN AGE WHEN COMPUTERS WERE NOT YET COMMONPLACE, THE TASK OF TRACKING THE SALES OF EACH AND EVERY ONE OF THOSE ITEMS ON A DAILY BASIS SEEMED AN IMPOSSIBILITY
3000 PRODUCT VARIETIES
COFFEE

BUT NOT NEARLY IN SUCH DETAIL AS THIS...
WELL, YES, I USED TO

HAHH
YOU USED TO DO SOMETHING AS TEDIOUS AS THIS, TOO, MR. SHIMIZU?

HUH?

WE'LL LEAVE IT TO YOU, MR. KAMATA!
BUT...IT'LL BE A LOT OF WORK..

AND I'VE BEEN WONDERING IF THERE WAS ANYTHING I COULD DO TO HELP MR. YAMAMOTO OUT.
THERE HASN'T BEEN A CHANCE FOR ME TO USE MY ENGLISH SKILLS LATELY...

A TASK HE WOULD PROBABLY NEVER HAVE VOLUNTEERED FOR HAD HE HAD ANY EXPERIENCE IN THE RETAIL INDUSTRY

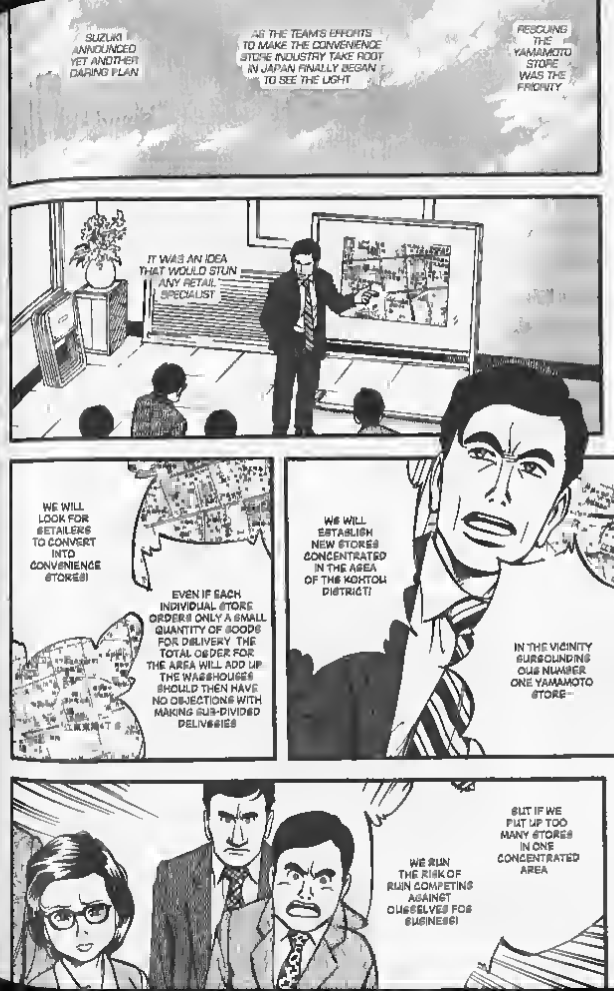
AHAHAHA
COULD IT BE I'VE GOTTEN IN OVER MY HEAD?
OH, WHAT HAVE I GOTTEN MYSELF INTO?

TO BATTLE WITH THE YAMAMOTO STORE'S RECEIPTS
FROM THAT DAY ON, KAMATA REMAINED AT WORK LATE INTO THE HOURS

THE CUP NOODLES SELL MUCH FASTER THAN THE PACKAGED GAS VARIETY
AND THE INSTANT RAMEN NOODLES
AND ONLY THE SMALLER SIZES ARE BOUGHT!
AS FOR CLEANSERS, THE LARGE SIZE HARDLY SELLS AT ALL
FINALLY THERE'S A LIGHT AT THE END OF THE TUNNEL FOR THE YAMAMOTO STORE'S DILEMMA!
YOU'RE RIGHT, MR. KAMATA IT'S JUST AS YOU SAY!
THE NEEDS OF A CONVENIENCE STORE CUSTOMER ARE DIFFERENT!
IT'S NO GOOD JUST HAVING THE STANDARD SUPERMARKET VARIETY OF PRODUCTS FOR SALE!
WAS LATER TO BECOME THE BASIS FOR AN ALL-NEW INDIVIDUAL ITEM TRACKING SYSTEM
KAMATA'S MANUAL TALLYING OF THE SALES OF INDIVIDUAL PRODUCTS

HIS WAS THE VERY EPITOME OF AN "AMATEUR'S STRENGTH"
SALT RAMEN
MISO RAMEN
YAKISOBA
CHILLED RAMEN
CUP RAMEN
CUP WANTON
CUP RAMEN
HIYAMUGI
SOMEN
CUP SOUP
STEW
IN SPITE OF THIS KAMATA WORKED 15 HOURS A DAY EVERY DAY TALLYING UP SALES
MR. HIMIZU!
I'VE FIGURED OUT THE TREND'S IN STORE SALES!
I SEE... I'VE GOT IT!
THEN ONE NIGHT UNEXPECTED DATA WAS DISCOVERED FROM HIS EFFORTS
SALES OF WEEKLY MAGAZINES DROP DRAMATICALLY AFTER THE FIRST FOUR DAYS OF THEIR RELEASE!
FIRST OF ALL, THE MAGAZINES...

WILL THE CONVENIENCE STORE TAKE ROOT IN JAPAN OR NOT? IT ALL DEPENDS ON THE SUCCESS OR FAILURE OF STORE NUMBER ONE!
THE CONVENIENCE STORE IS OPEN EARLY IN THE MORNING AND LATE AT NIGHT. WE SHOULD BE ABLE TO PULL IN NEW CUSTOMERS AT THOSE HOURS!
WE'VE GOT TO TAKE THE STANDARD RULES AND PRACTICES OF RETAIL AND TURN THEM UPSIDE DOWN!
WE FIFTEEN STARTED THIS VENTURE AS AMATEURS TO THE RETAIL INDUSTRY!
DON'T STEP ONE FOOT OUTSIDE OF THE KOHTOU DISTRICT! GOT IT?!
AS PER SUZUKI'S ORDERS THE PROJECT TEAM MEMBERS SCATTERED INTO THE SHOPPING DISTRICT OF KOHTOU


SUZUKI ANNOUNCED YET ANOTHER DARING PLAN
AS THE TEAM'S EFFORTS TO MAKE THE CONVENIENCE STORE INDUSTRY TAKE ROOT IN JAPAN FINALLY BEGAN TO SEE THE LIGHT
RESCUING THE YAMAMOTO STORE WAS THE PRIORITY
IT WAS AN IDEA THAT WOULD STUN ANY RETAIL SPECIALIST
WE WILL LOOK FOR RETAILERS TO CONVERT INTO CONVENIENCE STORES!
EVEN IF EACH INDIVIDUAL STORE ORDERS ONLY A SMALL QUANTITY OF GOODS FOR DELIVERY THE TOTAL ORDER FOR THE AREA WILL ADD UP THE WAREHOUSES SHOULD THEN HAVE NO OBJECTIONS WITH MAKING SUB-DIVIDED DELIVERIES
WE WILL ESTABLISH NEW STORES CONCENTRATED IN THE AREA OF THE KOHTOU DISTRICT!
IN THE VICINITY SURROUNDING OUR NUMBER ONE YAMAMOTO STORE--
WE RUN THE RISK OF RUIN COMPETING AGAINST OURSELVES FOR BUSINESS!
BUT IF WE PUT UP TOO MANY STORES IN ONE CONCENTRATED AREA

AT THE SAME TIME IWAKUNI'S NEGOTIATIONS WERE ALSO MEETING PERSISTANCE
I CAN'T FACE YOU AGAIN THIS WAY
MR. YAMAMOTO...
I HAVE TO GO BACK TO THE OFFICE WITH NOTHING TO SHOW FOR MY EFFORTS..
I'LL KEEP ON TRYING AS LONG AS IT TAKES, UNTIL THE OTHER SIDE AGREES!
NO.
I'LL TRY ONE MORE TIME

WELCOME!
YAMADA SHOUTEN
森永 ミルクキャラメル
山田商店
ニッポン
BUT THERE'S NO SIGN OF A CUSTOMER
BUSY..?
I'M BUSY NOW!
NO NO!
WE WOULD LIKE TO CONVERT THIS SHOP INTO A NEW TYPE OF CONVENIENCE STORE.
I'M A REPRESENTATIVE OF YORK SEVEN
THE PLAN FOR THE CONCENTRATED PLACEMENT OF STORES MET WITH DIFFICULTIES
NOW LEAVE!
THIS STORE SIGN HAS BEEN HANDED DOWN THROUGH THE GENERATIONS FROM MY ANCESTORS! I DON'T FEEL LIKE JUST GIVING IT AWAY TO SOME COMPANY I'VE NEVER HEARD OF
THIS PLACE IS OUT TOO

I'LL BE WAITING HERE UNTIL ALL THE MEMBERS GET BACK.
OF COURSE!
CUP GRUP
MR SHIMIZU WORKING SO LATE AGAIN TONIGHT

WELCOME BACK, MR KAGAWA

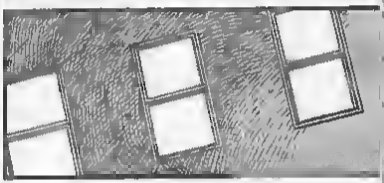
THE COMPANY GAVE US RAMEN OR SOMOKU SOBA TO EAT ON DAYS WHEN SALES WERE HIGH
WHEN I WAS STILL A ROOKIE AT ITO-YOKADO...
THANK YOU
AH THOSE WERE SO GOOD...

WHY DON'T YOU HAVE SOMETHING TO EAT, TOO?

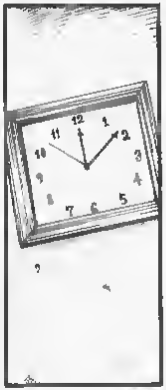
THEY WERE THANKFUL THAT SHIMIZU, THEIR SUPERIOR, WAS LOOKING OUT FOR THEM.
THE MEMBERS ALL FELT VERY HAPPY.

I'M SORRY WE'VE ONLY GOT CUP NOODLES FOR YOU GUYS...

WHAT IS EVERYBODY STILL HERE?
OH...
CLICK
WELCOME BACK!

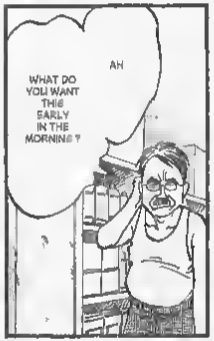


ALL RIGHT!
I SEE WE'VE ADDED ANOTHER STORE!



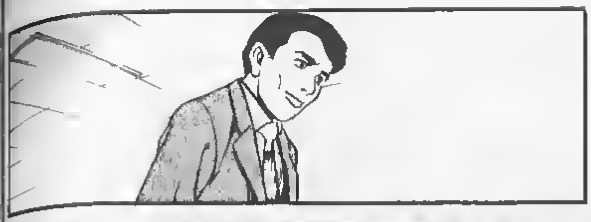
WITH SLEEPING BAG IN TOW, HE CONTINUED HIS SEARCH FOR SITES.

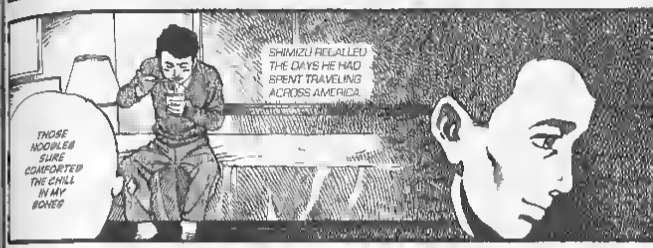
MEANWHILE
MIYAGAWA USING THE FOOTWORK HE HAD LEARNED IN HIS DAYS IN THE BREAD BUSINESS.

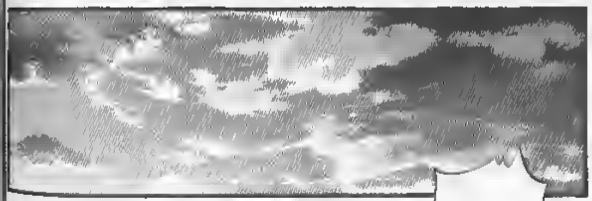

AH
WHAT DO YOU WANT THIS EARLY IN THE MORNING?

GOOD MORNING!

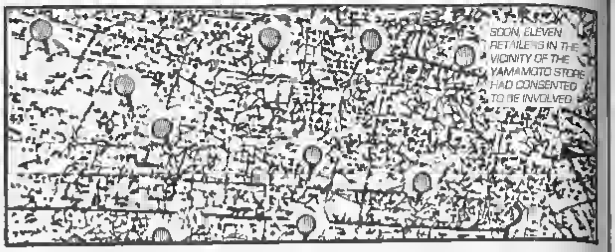
WHAT'S SOMEONE FROM THE ITO-YOKADO DOING HERE?
WHAT?
MY NAME IS MIYAGAWA FROM ITO-YOKADO!




SHIMIZU RECALLED THE DAYS HE HAD SPENT TRAVELING ACROSS AMERICA.
THOSE NOODLES SURE COMFORTED THE CHILL IN MY BONES



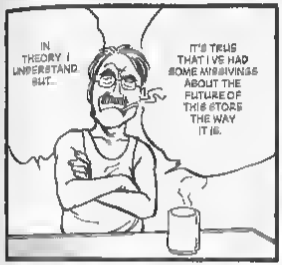
LET'S GET STORE NUMBER ONE ON TRACK, NO MATTER WHAT!
WE WON'T GIVE UP!


SOON, ELEVEN RETAILERS IN THE VICINITY OF THE YAMAMOTO STORE HAD CONSENTED TO BE INVOLVED.

MAKUNI'S NEGOTIATIONS RECEIVED A BOOST

OUR METHOD OF CHAIN STORE ESTABLISHMENT IS UNIQUE AND UNPRECEDENTED!

BUT WE'D HAVE TO TAKE DOWN OUR STORE SIGN RIGHT?
THE CONVENIENCE STORE IS A COMPLETELY NEW TYPE OF RETAILER!


IN THEORY I UNDERSTAND. BUT...
IT'S TRUE THAT I'VE HAD SOME MISGIVINGS ABOUT THE FUTURE OF THIS STORE THE WAY IT IS.

PLUS, YOU WILL BE FREQUENTLY RESTOCKED ON THE NUMBER OF ITEMS SOLD ON A DAILY BASIS.
IF YOU BECOME A PART OF OUR CHAIN YOU WILL HAVE FOUR OR FIVE TIMES THE AMOUNT OF MERCHANDISE YOU HAVE NOW FOR SALE.

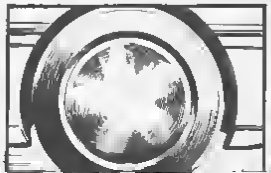
...CAN YOU TELL ME A LITTLE MORE ABOUT THAT?
RETAIL REVOLUTION?

YES! THANK YOU VERY MUCH!

OUR COMPANY IS TRYING TO START A RETAIL REVOLUTION HERE IN JAPAN!
LET'S DO THIS TOGETHER!

BAM
I FOUND A WAREHOUSE THAT WILL AGREE TO SUB-DIVIDED DELIVERIES!
WE DID IT!!

THESE NOW FIT TOGETHER LIKE COGS IN A WHEEL, AND THE GEARS BEGAN TO TURN.
THE MANY FRESH IDEAS THAT COULD ONLY HAVE COME FROM THE MINDS OF AMATEURS
ARE NOW KNOWN AS CONVENIENCE STORES
MULTI-CHAINS ESTABLISHED IN A SHORT PERIOD OF TIME
THE TAKAMIYA WAREHOUSING COMPANY HAS SOLD MY IDEAS!



A NEW INDUSTRY, YOU SAY...
HMM...

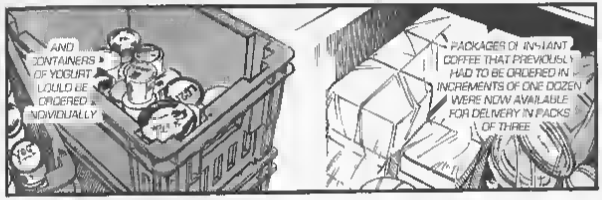
THE CONVENIENCE STORE WILL MOST CERTAINLY ATTRACT A NEW BREED OF CUSTOMER
IT WILL BE A NEW INDUSTRY!

OK! LET'S HEAR YOUR STORY AGAIN FROM THE BEGINNING!

YES SIR!
FOOD WAREHOUSE

TIME FLIES DOESN'T IT MR YAMAMOTO..?
7-ELEVEN
7-11
THE NEXT YEAR SHOWA 51 NEW YEAR'S DAY
A WHOLE TWO YEARS SINCE OUR FIRST VISIT TO YOU..
YES.
A LOT HAS HAPPENED SINCE THEN.
I'M SO GLAD..
BUT IT'S ALL RIGHT NOW!
AT ONE TIME WE WEREN'T SURE WHAT WAS GOING TO HAPPEN..

7
SHOW YEAR 50 SUMMER SUB-DIVIDED DELIVERIES BEGAN


AND CONTAINERS OF YOGURT COULD BE ORDERED INDIVIDUALLY
PACKAGES OF INSTANT COFFEE THAT PREVIOUSLY HAD TO BE ORDERED IN INCREMENTS OF ONE DOZEN WERE NOW AVAILABLE FOR DELIVERY IN PACKS OF THREE

WITH THE FATE OF THE CONVENIENCE STORE AT STAKE, STORE NUMBER ONE CAME BACK TO LIFE AT THE VERY LAST MOMENT
A SMILE RETURNED TO YAMAMOTO'S FACE.

EVERY ONE OF THOSE MEMORIES
WAS HIS TREASURE TO BEHOLD

SHIMIZU REFLECTED UPON EVERYTHING THAT HAD HAPPENED
LOOKING UPON THE BUSTLING INTERIOR OF THE YAMAMOTO STORE

AND IN JUST TWO YEARS, THE NUMBERS HAD SURPASSED THE ORIGINAL GOAL OF SIXTY TO REACH A TOTAL OF ONE HUNDRED STORES.
WITH THE GODDESS OF YAMAMOTO'S STORE NUMBER ONE, THE NUMBER OF CHAINS INCREASED ONE AFTER THE OTHER.

THIS WAS THE OCCASION FOR WHICH THOMPSON HAD ARRIVED TO GIVE A COMMEMORATIVE SPEECH.

"IN AMERICA, IT TOOK US TWENTY-FIVE YEARS TO ESTABLISH 100 STORES. JAPAN ACCOMPLISHED THIS FEAT IN JUST TWO YEARS.

JUNE THAT SAME YEAR
N HOTEL

THE SOUTHLAND CORPORATION'S CHAIRMAN THOMPSON ARRIVED IN JAPAN.

HAD AT THIS MOMENT BEEN ACKNOWLEDGED BY THE ORIGINATOR AMERICA.

THESE NOVEL IDEAS, BORN FROM AN AMATEUR'S INGENUITY

THE MANUAL TRACKING OF INDIVIDUAL ITEMS. THE CONCENTRATED CHAIN LOCATIONS. THE SUB-DIVIDED DELIVERY SYSTEM

THE MEMBERS CONGRATULATED EACH OTHER ON ALL THEIR HARD WORK

SEVEN ELEVEN CONVENIENCE STORE
100TH STORE OPENING COMMEMORATIVE MEETING
YORK SEVEN CO., LTD.

THIS SUCCESS IN JAPAN IS TRULY WONDERFUL!

AND SHIMIZU WEPT

BOTH SUZUKI

THE JAPANESE CONVENIENCE STORE THAT BROUGHT ABOUT A REVOLUTION IN RETAIL -
IN THE CENTER OF THIS WHIRLWIND COULD BE SEEN THE FIFTEEN FIGURES OF THIS GROUP OF RETAIL NOVICES!
THE PROJECT GREW UNTIL THE NUMBER OF ESTABLISHED STORES REACHED 4000
HEISEI YEAR 2 SEVENTEEN YEARS SINCE THE INCEPTION OF THE CONVENIENCE STORE
サラダ・お惣菜
24
THESE IDEAS AMAZED EVEN THE ORIGINATORS IN AMERICA

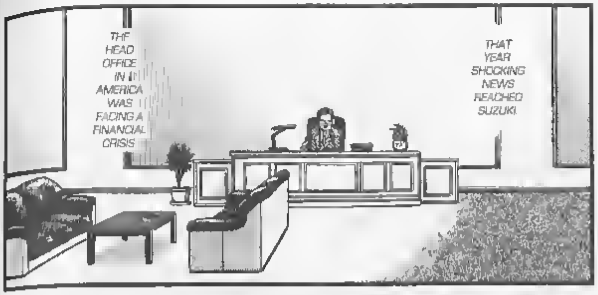
AND THE SOUTHLAND CORPORATION WENT FROM FACING RUIN TO GETTING BACK IN THE BLACK IN JUST THREE YEARS, PROMPTING THEM TO BE CALLED THE GREATEST AMERICAN COMEBACK SINCE AFTER THE WAR
THIS JAPANESE KNOW-HOW PROVED SUCCESSFUL IN AMERICA AS WELL.

TURNED THE TABLES, TWENTY YEARS LATER
THE PASSION AND DEDICATION OF THE JAPANESE BUSINESSMEN WHO TRAVELED ACROSS AMERICA

EVERYTHING HAD STARTED IN A THREE-TSUBO ROOM WITH JUST TWO MEMBERS

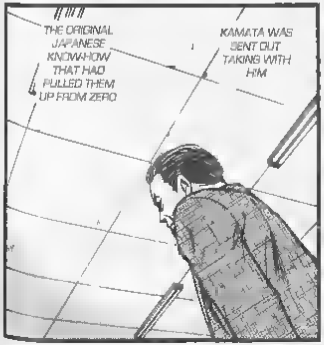
STILL STANDS BEHIND THE REGISTER TODAY

AND KENJI YAMAMOTO, WHO, AT THE AGE OF TWENTY-THREE, MADE THE DECISION TO CONVERT HIS LIQUOR STORE INTO A CONVENIENCE STORE...


THE HEAD OFFICE IN AMERICA WAS FACING A FINANCIAL CRISIS
THAT YEAR SHOCKING NEWS REACHED SUZUKI

AS SOON AS SUZUKI HEARD THE NEWS, HE IMMEDIATELY VOLUNTEERED TO HELP IN THE COMPANY'S RE-CONSTRUCTION

ITS VENTURE INTO THE OIL BUSINESS
FAILURE IN REAL ESTATE SPECULATION
DETERIORATION IN THE MANAGEMENT OF ITS MAINS. THE REASONS WERE VARIED.


THE ORIGINAL JAPANESE KNOW-HOW THAT HAD PULLED THEM UP FROM ZERO
KAMATA WAS SENT OUT TAKING WITH HIM

PROJECT X : SEVEN ELEVEN
CHALLENGERS

THE MIRACULOUS SUCCESS OF JAPAN'S 7-ELEVEN STORES

THE NOVICES WHO INNOVATED THE CONVENIENCE STORE

END

STORE NUMBER ONE WHERE A GROUP OF NOVICES FOUGHT THEIR DEDICATED BATTLE

THIS ONE SMALL STORE WAS THE START OF IT ALL!

"THE CONVENIENCE STORE REPRESENTS MY YOUTH"

SEVEN ELEVEN STORE NUMBER ONE (TOYOSU STORE)
IN THE WORDS OF OWNER / KENJI YAMAMOTO

I LOST MY FATHER WHEN I WAS NINETEEN, AND TOOK OVER THE FAMILY LIQUOR STORE AT THE TIME I WAS STILL A COLLEGE STUDENT, BUT I HAD MY WIDOWED MOTHER, LITTLE SISTER IN HIGH SCHOOL AND LITTLE BROTHER IN JUNIOR HIGH SCHOOL TO SUPPORT BECAUSE EVERYTHING HAPPENED SO SUDDENLY, I HAD TO TAKE OVER THE BUSINESS EVEN THOUGH I KNEW NOTHING OF MANAGING A LIQUOR STORE THREE, FOUR YEARS OF TRIAL AND ERROR WENT BY

ALTHOUGH THE SHOP WAS OPEN, MOST OF THE BUSINESS CONSISTED OF DELIVERIES EVERY DAY WAS A ROUTINE OF GETTING ON THE BICYCLE, DELIVERING THE LIQUOR, THEN CYCLING BACK WITH THE EMPTY BOTTLES THE STORE CARRIED OTHER THINGS BESIDES LIQUOR, BUT THE SALES WERE MOSTLY IN ALCOHOL THE NUMBER OF CUSTOMERS NEVER INCREASED MUCH EITHER

WHEN I TURNED 24, I BEGAN TO FEEL THAT I WOULD LIKE MORE CUSTOMERS TO COME TO MY STORE AND TO HAVE THEM BUY OTHER GOODS IT WAS AT JUST THIS TIME THAT I READ THE NEWSPAPER ARTICLE ABOUT ITO-YOKADO'S VENTURE TO ESTABLISH A NEW TYPE OF SMALL RETAIL STORE CALLED *"SEVEN ELEVEN"* I READ THE ARTICLE AND THOUGHT, *"THIS IS IT"*

AND THAT IS HOW MY STORE CAME TO BE REBORN AS SEVEN ELEVEN

AS OPENING DAY NEARED WE UNDERWENT A TRAINING PROGRAM FOR THE MANAGEMENT OF SEVEN ELEVEN TODAY'S TRAINING SYSTEM IS MUCH DIFFERENT FROM THE ONE USED AT THE TIME, WHICH WAS CONDUCTED DURING A PERIOD OF SEVERAL DAYS BY INSTRUCTORS FROM THE AMERICAN SEVEN ELEVEN'S SOUTHLAND CORPORATION I HAD TO LEARN EVERYTHING IN THIS SHORT AMOUNT OF TRAINING TIME, SO I WAS VERY DESPERATE MR KAMATA OF SEVEN ELEVEN ACTED AS TRANSLATOR FOR ALL THE EXCHANGES BEING NEW TO EVERYTHING, IF THERE WAS EVEN THE SLIGHTEST THING I DIDN'T UNDERSTAND, I WOULD ASK ABOUT IT, THINKING *"THIS WILL BE MY ONLY CHANCE TO ASK"* I ASKED *"WHY?"* THIS AND, *"WHY?"* THAT SO MANY TIMES THAT FINALLY, THE INSTRUCTOR RETORTED NOT-SO JOKINGLY, *"NO MORE WHYS!"*

[CONTINUED TO NEXT PAGE]

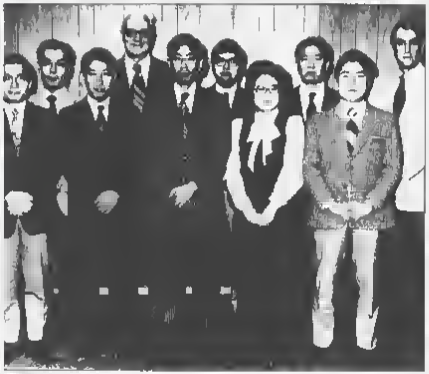
AND THEN CAME OPENING DAY UNFORTUNATELY, IT RAINED THAT DAY AND I REMEMBER THE SEVEN ELEVEN PROJECT MEMBERS WERE VERY WORRIED SAYING, *"WILL CUSTOMERS TURN OUT IN SUCH WEATHER?"* AS FOR ME, I TEND TO BE SOMEWHAT OF AN OPTIMIST SO I WAS NOT ALL THAT WORRIED THEN, SUDDENLY AT THE ENTRANCE, A VOICE WAS HEARD *"CAN I COME IN?"* IT WAS THE FIRST CUSTOMER I HAVE TO SAY I BECAME TENSE I STILL REMEMBER THAT TIME VERY CLEARLY, EVEN TODAY AFTERWARDS NEWS OF THE STORE SPREAD BY WORD OF-MOUTH, AND FROM THAT VERY OPENING DAY, A TIME OF NON-STOP WORK BEGAN

THE FIRST FEW YEARS WERE FEVERISH EVEN AFTER CLOSING, THERE WERE RECEIPTS TO ORGANIZE AND REPORTS TO THE HEAD OFFICE TO WRITE, SO WITH ONLY TIME FOR A BRIEF NAP, I WOULD HAVE TO FACE THE NEXT DAY'S OPENING DAYS WENT BY WHERE I GOT HARDLY ANY REST THE BUSY SCHEDULE WAS NO HARDSHIP TO ME BUT WHEN MY ELDEST SON, WHO WAS STILL VERY YOUNG THEN, FELL ILL I NOW REGRET THAT I WAS NOT IMMEDIATELY ABLE TO TAKE HIM TO THE HOSPITAL SUCH INSTANCES WHERE I WAS NOT FULLY ABLE TO GIVE ATTENTION TO MY CHILDREN WAS THE MOST PAINFUL PART OF THIS JOB

SINCE I STARTED MY SEVEN ELEVEN, I HAVE BEEN TAUGHT MANY THINGS CONCERNING BUSINESS BY MR SUZUKI AND THE OTHER MEMBERS FROM THE HEAD OFFICE THERE IS AN INCIDENT I STILL REMEMBER TO THIS DAY ONCE, I SPOTTED A HANDKERCHIEF WE HAD FOR SALE THAT HAD FALLEN OFF THE SHELF ONTO THE FLOOR IT DID NOT SEEM PARTICULARLY SOILED, SO I PICKED IT UP AND REPLACED IT ON THE SHELF MR. SHIMIZU SPOTTED ME DOING THIS AND INSTRUCTED, *"YOU MUST NEVER SELL TO THE CUSTOMER ANY ITEM THAT HAS HIT THE FLOOR EVEN ONCE"* IN THAT INSTANT, I WAS TAUGHT THE ATTITUDE OF RESPECT ONE MUST HAVE TOWARD BOTH THE PRODUCTS AND THE CUSTOMERS

I HAVE NEVER REALLY THOUGHT ABOUT THE FUTURE ABOUT WHETHER THE STORE WILL SUCCEED OR FAIL MY ONLY THOUGHT AS I WORK TO MY UTMOST HAS ALWAYS BEEN, *"I'VE GOT TO STAY IN BUSINESS!"* ALL I CAN SAY IS THAT I'VE GIVEN MY ALL THIS STORE REPRESENTS MY VERY YOUTH

[illegible] SOUTHLAND [illegible] TO EXPAND IN DALLAS, TEXAS. [illegible] FORMAL CONTRACT-SIGNING CEREMONY. FROM THE LEFT: PRESIDENT HAITEI DER, SHIMIZU CHAIRMAN THOMPSON SUZUKI VICE PRESIDENT THOMPSON



(LEFT) THE MEMBERS WERE SEPARATED INTO THREE TEAMS ALTERNATING IN ROTATION FOR THE TRAINING SESSIONS IN DALLAS. TEAM NUMBER ONE WAS THE BUSINESS MANAGEMENT GROUP. TEAMS 2 AND 3 DEALT WITH REAL ESTATE, INSURANCE, AND ACQUISITIONS. COMMEMORATIVE CAPS FOR TEAMS 1 AND 2 WERE ADDED BY SUZUKI AND SHIMIZU. ALMOST ALL THE MEMBERS WERE NOVICES TO THE RETAIL FIELD. IN FRONT ROW FROM THE LEFT: AKIO KAGAWA, SHIMIZU, SUZUKI, JOMIKO SUGIYAMA, SATOSHI IWASUMI (IN BACK ROW), MASAAKI KAMATA

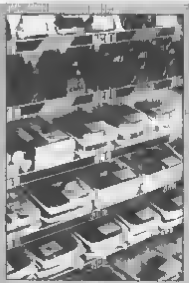
ARRIVE THE SEVEN-ELEVEN VISITED DURING THE FIRST STOP ON A CROSS-COUNTRY TRIP WAS OUR SEVEN-ELEVEN. DESPITE ITS SMALL SIZE AND LACK OF DISCOUNT PRICES, THE STORE WAS BUSTLING WITH CUSTOMERS

SEVEN-ELEVEN EXPANSION WAS BEGUN BY THE SAN-EI-DO YOKADO MOVEMENT IN 1973 FROM ASAKUSA TO SENJU. THE FIRST MEETING AT THIS SEVEN

SEVEN-ELEVEN JAPAN'S PRESIDENT, SUZUKI USED HIS FRESH, UNIQUE IDEAS TO TAKE ON THE CHALLENGE OF STARTING A COMPLETELY NEW VENTURE

A PHOTOGRAPHIC JOURNAL OF PROJECT SEVEN-ELEVEN

OVERCOMING MANY TRIALS, SEVEN ELEVEN SUCCEEDED IN MAKING THE CONVENIENCE STORE TAKE ROOT. THESE PHOTOS TRACK THIS PROJECT'S HISTORY.



[illegible] HAVE BEEN DISCONTINUED

BENTO COUNTER

NOSTALGIC ORIGINAL PRODUCTS

ONIGIRI (RICE BALL)

HOT DOG & HAMBURGER

[illegible] WAS MADE AVAILABLE [illegible] BEGINNING OF THE [illegible] SEVEN-ELEVEN [illegible] HIGH QUALITY [illegible] DISTINCTIVE [illegible] (ABOVE) [illegible] ORIGINAL *PARA-[illegible] THE SAME [illegible] TODAY [illegible] AT LEFT, BUT [illegible] ANY SIMILARITY MAKES THEM [illegible] OF THE MOST POPULAR ITEMS

PULL-TOP CAN

POST MIX

MY FLOAT

BURRITO

ABOVE THE SMILE [illegible] SEVEN-ELEVEN [illegible] THE JAPANESE [illegible] A SNACK [illegible] WELL AS A [illegible] BY [illegible] SAYS THAT [illegible] SHOWA YEAR [illegible] WINNER [illegible] SINKEI SHINBUN'S ANNUAL AWARD [illegible] EXCELLENCE

(AT RIGHT) THE CONSUMER [illegible] SELECTS THE FLAVOR OF ICE CREAM [illegible] TO MAKE AN ORIGINAL COMBINATION BEVERAGE. ABOVE (LEFT) AND ORIGINAL DRINK WITH VARIOUS SIZES TO CHOOSE FROM, FROM SMALL TO SUPER SIZE

JYAGAMARU-KUN

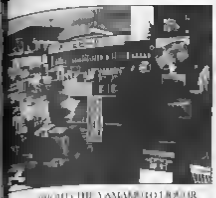
NOSTALGIC ORIGINAL PRODUCTS

SLURPEE

ABOVE TA DRINK MADE BY COMBINING FINELY CRUSHED ICE WITH SYRUP AND SODA. ORIGINAL SALES DATE: SHOWA YEAR 49

(LEFT) COMMEMORATIVE PHOTO TAKEN IN FRONT OF THE STORE AT THE GRAND OPENING. FROM THE RIGHT: SHINZABURO (SHINZO) PERSON, SUZUKI-STORE NUMBER ONE OWNER, KIYOJI YAMAMOTO (USAPUN) (PERSON), MANAGEMENT CONSULTANT TOSHIO OKADA (KAGAWA, TAKASU), YAMAMOTO WAS IN UNIFORM AND STANDING BEHIND THE REGISTER A FULL HOUR BEFORE THE STORE WAS EVEN OPEN

(ABOVE PHOTO, ON THE RIGHT) SHIMIZU OBSERVES BUSINESS IN THE OPEN SHOP



(RIGHT) THE YAMAMOTO FLOWER STORE. ALTHOUGH THE STORE WAS PASSED DOWN TO JIMU FROM HIS FATHER, SAGGING BUSINESS FORCED YAMAMOTO TO CONSIDER OTHER OPTIONS

(ABOVE) INTERIOR OF THE YAMAMOTO STORE. SPACE WAS TIGHT AND THE TOTAL SQUARE FOOTAGE OF THE STORE WAS A MERE 74 TSUBO.

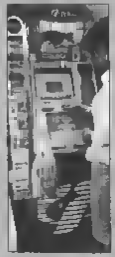
(ABOVE) A CURRENT VIEW OF STORE NUMBER ONE (SEVEN ELEVEN, TOYOSU STORE). THIS YEAR MARKS ITS 27TH ANNIVERSARY SINCE OPENING. YAMAMOTO STILL CONTINUES TO RUN HIS STORE WITH ENTHUSIASM AND MAINTAINS A TOP CLASS SALES RECORD WITHIN THE NATION'S SEVEN ELEVENS.

(ABOVE) YAMAMOTO'S WIFE, SUYO, KEPT HER NEWBORN INFANT IN THE VICINITY OF HER PARENTS' SHOP SO THAT SHE COULD TEND THE REGISTER A MERE TEN DAYS AFTER HAVING GIVEN BIRTH

(BELOW) THE IDEA FOR REFRIGERATION UNITS WITH DOORS BOTH FRONT AND BEHIND WAS BORN FROM SHOJI NEGISHI'S ASSOCIATION WITH KAGAWA AND HIS TEAM STRUGGLED TO RENOVATE THE CRAMPED YAMAMOTO STORE.

(RIGHT) STORE NUMBER ONE'S GRAND OPENING. UNFORTUNATELY, IT RAINED THAT DAY. PREPARATIONS FOR THE OPENING HAD ONLY JUST ENDED AT DAWN. (ABOVE) INTERIOR OF STORE NUMBER ONE. BROOMS AND FUTON BEATERS CAN BE SEEN AS FROM OVER 3000 VARIETIES OF PRODUCTS WERE ON SALE. THE CHOICE OF WHAT ITEMS TO STOCK WERE BASED SOLELY ON GUESSWORK

TY BANK ATM



GAME VENDOR

SEVEN-NAVI

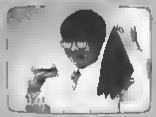
(LEFT) AN ATM INSTALLATION. THESE COMPLEMENTED A THEIR OWN SERVICES TO INCREASE CUSTOMER RELATIONS. THE MODIFICATIONS SUCH AS THIS INSTALLATION OF ATMS INTERNET TERMINALS AND THE ABILITY TO MAIL PAYMENTS IN VARIOUS BILLS

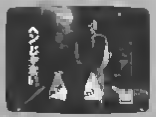
THE CONVENIENCE STORE BECOMES EVEN MORE CONVENIENT...

COLLECTIVE SIGNBOARD

MULTI-COPIER

TY COMMERCIALS AND THEIR CATCH PHRASES





THE [illegible] SYMBOL [illegible] TY'S [illegible] TELEVISION [illegible] IS [illegible] A VIDEO DIARY. IN [illegible] OF TY DAYS THERE WAS [illegible] VERY WELL PHRASE, "SO GLAD [illegible] PAN," A PHRASE WHICH [illegible] CITY SUMS UP THE [illegible] ITS OF A CONVENIENCE [illegible] THERE WERE MANY [illegible] PHRASES THAT CAUGHT [illegible] AS "I THINK I'VE GOT THE [illegible]

THE TRANSITION IN UNIFORM

(ABOVE) THE CURRENT UNIFORM IN USE. (ABOVE RIGHT) THE FIRST UNIFORMS WERE OF A RED AND WHITE DIVISION. (LOWER RIGHT) THE LATE '80S VERSION

SEVEN ELEVEN

YEAR	MONTH	EVENTS WITHIN SEVEN ELEVEN	EVENTS IN SOCIETY	SOCIAL TRENDS
1957		HIDEO SHIMIZU ENTERS YOKADO COMPANY	FIRST DAIEI STORE (OSAKA) OPENS PRELIMINARY POLAR OBSERVATION TEAM ESTABLISHES SHOWA BASE AT SOUTH POLE TOKYO COMMUNICATION INDUSTRIES (NOW SONY) BEGINS SALES OF THE WORLD'S SMALLEST TRANSISTOR RADIO THE 1000 YEN BILL (SHOTOKU TAISHI) AND 100 YEN COIN ISSUED	COCA-COLA FIRST SOLD TO THE PUBLIC ROCKABILLY BOOM [SONG] HANK NAGAI'S *URAYAMACHI DE AIMASHITO* (LET US MEET AT URAYAMA CHI)
1963		TOSHIFUMI SUZUKI ENTERS YOKADO COMPANY	NEW 1000 YEN BILL (HEROIMI ITO) ISSUED THE NATION'S FIRST HIGHWAY, THE MEISHIN FREEWAY'S SHIGA-KURIHIGASHI HYOGO-AMAGASAKI TRORDUGHFARE OPENED FOR TRAFFIC PRO WRESTLER RIKIDOSAN DIES. PRESIDENT KENNEDY ASSASSINATED	[SLANG] *SAN-CHAN* (THREE SACRED TREASURES - REFERRING TO THE WASHING MACHINE, REFRIGERATOR, BLACK AND WHITE TV) [TV] JAPAN'S FIRST DOMESTIC MADE TV ANIMATION SERIES *TETSUWAN ATOM* (MIGHTY ATOM, KNOWN IN U.S. AS ASTRO BOY) [SONG] KAZUO FUNAKI'S *AOKUSU SHANEN* (A HIGH SCHOOL SCHOOL BOY) A HIT [SLANG] HUSTLE, *SAN-CHAN NOUGYO* (3 PERSONS WORKING ON THE FARM WHILE THE YOUNGER FAMILY MEMBERS LEAVE TO WORK IN THE CITY) *GACHOON* (SOUND EFFECT TO DENOTE 'SHOCK')
1970			WORLD EXPO OPENS (OSAKA). "YODO" FLIGHT HIJACKED YUKIO MISHIMA COMMITS SUICIDE BY SEPPUKU OPENING OF PEDESTRIAN'S PARADISE. OUTBREAK OF NEW TYPE OF POLLUTION "PHOTOCHEMICAL SMOG" FIRST KENTUCKY FRIED CHICKEN OPENS IN JAPAN THE BEATLES DISBAND.	TWISTER GAME BECOMES POPULAR [SONG] KEIKO FUJI'S *YUMEWA YORU HIRAKU* (DREAMS BLOOM AT NIGHT) A BIG HIT [TV] *JIKAN DESUYO* (IT'S TIME)" *ASHITA NO JOE* TOMORROW'S JOE) POPULAR [SLANG] *HAN'EI BOD* (SOUND EFFECT OF A NOSEBLEED, COMEDIC TERM INDICATING OVEREXCITEMENT) *SHIRAKE* (A CHILLY REACTION)
1971		"BUSINESS DEVELOPMENT OFFICE" ESTABLISHED	FIRST "MR. DONUT" OPENS IN JAPAN (OSAKA). FIRST MCDONALDS OPENS IN JAPAN (GINZA TOKYO) ONE HAMBURGER = 80 YEN NISSIN FOODS RELEASES THE "CUP NOODLE" AGAINST THE DOLLAR, VALUE OF THE YEN DROPS FROM 360 YEN TO 308 YEN FORMER SUPERIOR OFFICER SHOICHI YOKOI FOUND ON THE ISLAND OF GUAM FOR THE FIRST TIME IN 28 YEARS 11TH WINTER OLYMPICS AT SAPPORO (FIRST IN ASIA)	[TV] *"OREHA OTOKODA* (I'M A MAN)" KAMEN RIDER (THE MASKED RIDER) LUPIN III" STAR TANJOI (A STAR IS BORN)" [SONG] SALLY SUGAR'S *"HANAHIRE KOUTARO* (RUN KOUTARO)" A HIT [SONG] KIYOHIKO OZAKI'S *"MATA AUHIDE* (UNTIL WE MEET AGAIN)" WINS RECORD GRAND PRIX GRAND CHAMPION SUMO WRESTLER (YOKOZUNA) TAIHOH RETIRES
1972	5	FIRST VISIT TO AMERICAN SOUTHLAND CORPORATION	SAPPORO MOUNTAIN LODGE INCIDENT OKINAWA REVERTS TO JAPAN FIRST ARRIVAL OF THE PANDA ACROBATS AT UENO ZOO	[MUSIC] MARI TENCHI POPULAR. OTHELLO GAME POPULAR
1973	7	ON 30TH, 31ST CONTRACT NEGOTIATIONS WITH THE SOUTHLAND CORPORATION REACH BASIC MUTUAL AGREEMENT (SIGNED 11TH)	INCREASE IN NUMBER OF CASES OF INFANTS ABANDONED IN COIN LOCKERS HIJACKING INCIDENT ABOARD JAPAN AIRLINES FLIGHT STORES IN TRAIN STATIONS BECOME "KIOSKS" FIRST OIL SHOCK	[SONG] KOUSEI SHINAMI AND KAGUYA HIMES' *"KANDAGAWA"* [SONG] HNGER'S *"KOJIN JUUGYOU* (PRIVATE LESSONS)" A HIT [MOVIE] "ENTER THE DRAGON" BOOM [SLANG] *SHO-ENE* (ENERGY CONSERVATION), *CHOTTOMATE* (JUST A LITTLE BIT), *ATTO GAMAN SHITA* (AT DEATH) (S/HE WAS A CHILD OF PERSEVERANCE)
1974	2	SOUTHLAND CORPORATION SENDS TRAINING INSTRUCTORS	THE YOMIURI GIANTS SUBDUE NAGASHIMA RETIRES	YURI GELLER, ESPIMENTAL POWERS BOOM.
	5	ON 15TH, FIRST SEVEN ELEVEN STORE (THE "TOYOSU STORE" OPENS	FORMER SECOND LIEUTENANT HIROO ONODA FOUND ON THE ISLAND OF LUBANG BOMB EXPLODES AT THE MITSUBISHI HEAVY INDUSTRIES BUILDING AT MARUNOUCHI TOKYO DUE TO THE OIL SHOCK, MAJOR NETWORKS SHORTEN BROADCAST AIR TIME	[POPULARITY OF THE "UCHU SENKAN YAMATO" (SPACE CRUISER YAMATO)" IT ADS TO ANIME BOOM. [MOVIE] "THE EXORCIST" "LADY EMANUELLE"
1975	4	COMPUTERIZED TOTAL ACCOUNTING SYSTEM ESTABLISHED	SECOND BABY BOOM VIETNAM WAR ENDS SONY INTRODUCES THE DOMESTIC VCR (BETA) THE OKINAWA INTERNATIONAL OCEAN EXHIBITION OPENS. PUSH BUTTON PHONES INSTALLED IN PUBLIC PHONE BOOTHS. JUMBO LOTTERY TICKETS GO ON SALE	"JAWS" USHERS IN POPULARITY OF THE "PANIC" FILM GENRE FIRST VIDEO GAME "PONG" [SONG] OYOGI TAIYAKI KUN (SWIMMING TAIYAKI KUN)" AN UNEXPECTED HIT [SLANG] *OTOTO* (CURIOSITY) *CHIKARATABE* (I'M POOPED)
1976	5	NUMBER OF STORES ESTABLISHED REACHES 100.	FIRST BIRTH OF QUINTUPLETS IN JAPAN THE LOCKHEED INCIDENT DISCLOSED FORMER PRIME MINISTER KAKUEI TANAKA ARRESTED JAPAN VICTOR RELEASES DOMESTIC VHS VIDEO	[SONG] PINK LADY "PEPPER KEIBU (SERGEANT PEPPER)" [SONG] YUMI ARAI'S *"HOMURA NO HANKERCHIEF* (THE COTTON HANDKERCHIEF) THE ROOM RUNNER POPULAR.
	6	MICROWAVE OVENS (DOMESTIC SIZE) INSTALLED		
	11	AIRING OF TELEVISION COMMERCIALS BEGIN		[SLANG] *KOKORO GOZAIMASEN* (I DON'T RECALL)
1978	1	CORPORATE NAME CHANGED TO SEVEN ELEVEN JAPAN CO. LTD	NARITA AIRPORT OPENS EXPLORER NAOMI UEMURA REACHES NORTH POLE BY DOG SLED SKYSCRAPER "SUNSHINE 60 BUILDING" COMPLETED IN IKEBUKURO TOKYO (60 FLOORS 240 METERS) THE ELECTRIC REFRIGERATOR BECOMES A COMMONPLACE HOUSEHOLD ITEM AS USAGE REACHES 99%	CANDY'S THE SINGING GROUP DISBAND. [SLANG] PINK LADY "UFO" SPACE INVADER GAME BOOM EMERGENCE OF THE *TAKENOKOZOKU* (BAMBOO YOUTH) [SLANG] *SARA KIN* (LOAN SHARK), *KANCHIGAITE* (JUST ADDING!) *KAZOKUMAI BOUBOU* (DOMESTIC VIOLENCE)

YEAR	MONTH	EVENTS WITHIN SEVEN ELEVEN	EVENTS IN SOCIETY	SOCIAL TRENDS
1979	1	FULL PLAYING OF BACKGROUND MUSIC IN STORES BEGINS	MITSUBISHI BANK HOLDING RUE ROBBERY INCIDENT	[SONG] TEDDY ONG *"MISERABLE (ENCHANTED)"*
	3	DEVELOPMENT AND INSTALLMENT OF THE ODEN WARMER IN STORES	KDD INCIDENT SONY RELEASES THE "WALKMAN" FIRST IMPLEMENTATION OF A STANDARDIZED PRELIMINARY EXAM IN SCHOOLS	[SONG] NOBUHIRO ARI STARS *"HOSHI NO KITA (DARLING ELLY)"* [SONG] SAKI KUBOTA *"HIGUMA (FOREIGNER)"*
1980	6	INDUSTRIAL MICROWAVE OVENS INSTALLED PRE-SALES OF MOVIE TICKETS BEGIN.	GAS EXPLOSION AT SHIZUOKA STATIONS UNDERGROUND MALL JOHN LENNON ASSASSINATED JASCO OPENS THE FIRST MINISTOP (YOKOHAMA). OHTSUKA PHARMACEUTICALS RELEASES THE "POKARI SWEAT" TOYO CERAMICS RELEASES THE "WASHLET"	[SONG] MOMOE YAMAGUCHI RETIRES SEIKO MATSUDA DEBUTS [MOVIE] "STAR WARS THE EMPIRE STRIKES BACK" [BOOK] *TAKENOKOZOKU* (THE BAMBOO SHOOT TRIBE) *KARASU NO KATTE DESHO* (BECAUSE THE CROW WANTS TO) *CRYSTALZOKU* (THE CRYSTAL TRIBE)
1981	5	BEGIN SALES OF PULL-TOP DESIGN CANNED FOODS (DEVELOPED IN CONJUNCTION WITH HAGOROMO FOODS INC.)	JAPANESE ORPHANS LEFT BEHIND IN CHINA ARRIVE IN JAPAN TO SEARCH FOR RELATIVES AEROBICS INTRODUCED FOR THE FIRST TIME IN JAPAN	PHOTO JOURNAL MAGAZINE "FOCUS" ESTABLISHED [MUSIC SYMBOL] SATOSHI TERAO'S *"RUBI NO HIBIKI" (THE RUBY RING)* A HIT
	11	PACKAGE DELIVERY ORDER SERVICES IMPLEMENTED	TAIWANESE AIRLINER EXPLODES IN MIDAIR. THE FIRST JAPANESE TEA IN A CAN IS INTRODUCED.	[TV] "DR. SLUMP" [SLANG] FULL MOON [DISCOUNT VACATION PACKAGE], *HURIKKO* (OVERLY CUTESY ACTING GIRL)
1982	7	SLURPEES NEWLY ON SALE.	FIRE AT THE HOTEL NEW JAPAN (TOKYO)	[SONG] AMIN'S *"MATSURI (FULL WAIT)"* A HIT
	10	POS SYSTEM STARTED COPY MACHINES INSTALLED	DEN DEN KOUSHA PHONE COMPANY INSTALLS NEW PUBLIC PHONES THAT NOW ACCEPT TELEPHONE CARDS	[SLANG] *GYAKUTUNAMA* (REVERSE THRUST) *HOTONDO BYOUKI* (TOO FAR GONE) *BURIBURI A DEI* (RIOTOUS HAPPINESS) *HYOMA* (OVERSTER)
1983	8	BURRITOS NEWLY ON SALE. (DEVELOPED IN CONJUNCTION WITH ITO HAM, INC.)	TOKYO DISNEYLAND OPENS NINTENDO RELEASES THE FAMILY COMPUTER THE TOZUKA YACHTING SCHOOL INCIDENT KOREAN AIRLINER SHOT DOWN	[TV] *"OSHIN" "KINNIKUMAN"* [SONG] TAKASHI HOSOKAWA *"MAGIRI NO HIKOUKI (THE YAGIRI TERRY LANDING)"*
	9	JYAGAMAKU KUN NEWLY ON SALE. (DEVELOPED IN CONJUNCTION WITH NAKAMURAYA, INC.)		[SLANG] *NOMOU SURU GO AHEAD!) TSUMIKI KUZUSHI* (KNOCKING DOWN BUILDING BLOCKS) *TARUKEYANAITYE* (GOT TO DO IT)
1984	10	RICE BALLS IN "PARACHUTE" STYLE HAND-WRAP PACKAGING GO ON SALE. ODEN SALES BEGIN IN STORES NATIONWIDE.	EXPLORER NAOMI UEMURA LOSES RADIO CONTACT WHILE CLIMBING MT. MCKINLEY PRESUMED DEAD "LA. KIDNAPPING INCIDENT" EXPOSED GLICO CORPORATION'S PRESIDENT IZAKI ABDUCTED	[MOVIE] "INDIANA JONES AND THE TEMPLE OF DOOM" *KAZE NO TANI NO NAUSICAA* (NAUSICAA OF THE WINDY VALLEY)" [SLANG] *HEKI HAI* (CHUOI CHUOI) *KAIJIN YAMENOU* (THE PHANTOM OF 21 FACES) PITI & PAN SYNDROME

1985	3	FRESH SALADS NEWLY ON SALE	FIRST CASE OF JAPANESE AIDS VICTIM CONFIRMED NIPPON DENSHIN DENWA KOUSHA PRIVATIZED, BECOMES NTT (NIPPON TELEGRAPH AND TELEPHONE COMPANY). JAPAN AIRLINES JUMBO AIRLINER CRASHES INTO MOUNT ASUKA. MULTIPLE INCIDENTS OF GUERILLA ATTACKS TARGETING KOKUTETSU (NATIONAL RAIL)	[SONG] AKIKO KOBAYASHI *AOI MI OCHITE* (FALLING IN LOVE) [SONG] YUTAKA OZAKI *SOTSUGYO* (GRADUATION)" THE HANSHIN TIGERS WIN FOR THE FIRST TIME IN 21 YEARS
1986	12	DEVELOPMENT AND INSTALLATION OF TELEPHONE CARD VENDING MACHINES	SPACE SHUTTLE "CHALLENGER" EXPLODES AFTER LIFTOFF EXPLOSION AT CHERNOBYL NUCLEAR POWER PLANT (SOVIET UNION). VOLCANO AT IZUS MOUNT MIHARA ERUPTS FOR THE FIRST TIME IN 200 YEARS. FUJI FILM RELEASES "UTSURUN-DESU"	[SLANG] *KOKUHAKU* (ULTIMATE) *TUTUN* (SNAP), *MAJI* (SERIOUS) *TEISHU GENKI DE IKUSU GA!!* (I LIKE MY HUSBAND HEALTHY AND OUT OF THE HOUSE)
1987	10	CUSTOMERS NOW ABLE TO PAY THEIR ELECTRICITY BILLS TO TOKYO ELECTRIC POWER CO., INC. VIA STORES	KOKUTETSU (NATIONAL RAIL) PRIVATIZED BECOMES JR (JAPAN RAIL) "BLACK MONDAY" ON NEW YORK WALL ST	[MOVIE] *"WATASHI O SUKI NI NARETTE"* (TAKE ME SKIING)
1988	3	CUSTOMERS NOW ABLE TO PAY THEIR GAS BILLS TO TOKYO GAS CO., LTD. VIA STORES.	LONGEST TUNNEL IN THE WORLD, THE SEIKAN TUNNEL (AOMORI – HAKODATE) OPENED FOR TRAFFIC. WORLD'S LONGEST BRIDGE, THE SETO OHASHI (GREAT BRIDGE OF SETO), OPENED FOR TRAFFIC. "RECRUIT" INSIDER TRADING SCANDAL EXPOSED TOKYO DOME COMPLETED	[SONG] HIKARU GENJI *"SAKURA NO JUUDAI* (THE TEENS OF CLASS) [MOVIE] *"TONARI NO TOTORO* (MY NEIGHBOR TOTORO) [SLANG] SHOYU GAO (SOY SAUCE FACE), JISHUKU [SUBDUED PERIOD]
1989	6	CUSTOMERS NOW ABLE TO PAY THEIR NHK BROADCAST RECEPTION BILLS VIA STORES	SHOWA EMPEROR DIES FALL OF THE BERLIN WALL CONSUMPTION TAX IMPLEMENTED DISAPPEARANCE OF ATTORNEY SAKAMOTO AND FAMILY.	[SONG] SINGER HIBARI MISORA DIES TV SHOW *"HANA BANDO TENGOKU* (GROOVY BAND HEAVEN) SPARKS A HAND BOOM [SLANG] *OBATARIAN* (BOSSY MIDDLE-AGED WOMEN) *SEKUHARA* (SEXUAL HARASSMENT)
1990	11	PREPAID CARD SYSTEM IMPLEMENTED THE SOUTHLAND CORPORATION FACES FINANCIAL DISASTER, BEGINS RESTRUCTURING PROCESS.	MATSUSHITA ELECTRIC MFG. RELEASES THE RECEIVER EAST AND WEST GERMANY UNITE VOLCANO AT UNZEN (UGENDAKE) ERUPTS NEW EMPEROR ACCEDES	[SONG] *"ODORI PONPOKORIN* (THE DANCING PONPOKORIN)" A BIG HIT THE LOOSE SOCK LOOK BECOMES FASHIONABLE. [SLANG] *BUBBLE HOUKAI* (BUBBLE BURST), *KARITA KIKON* (NAKITA DIVORCE) *ASSHI KUN* (MR. LEGS)
1991	4	CUSTOMERS NOW ABLE TO PAY THEIR NTT (PHONE) BILLS VIA STORES	CONSTRUCTION OF NEW CITY HALL COMPLETED IN SHINJUKU (TOKYO) WAR BREAKS OUT IN TAIWAN AVERAGE STARTING SALARY OF A COLLEGE GRADUATE OFFICE WORKER ¥23,422 YEN	[SONG] CHAGE & ASUKA "SAY YES" NERUTON PARTIES POPULAR. [SLANG] *KANRI YA YUL* (MANAGED BASE) *ALL KKON SHINAIMO SHIKEN AI SHOKOGUN* (MICHI NO) (GET MARRIED SYNDROME)

YEAR	MATI	EVENTS WITHIN SEVEN ELEVEN	EVENTS IN SOCIETY	SOCIAL TRENDS
1994		BY END OF 1993 SOUTHLAND CORPORATION'S BUSINESS IS BACK IN THE BLACK	RETIREMENT OF THE HOSOKAWA CABINET NORTH KOREAN LEADER KIM IL SUNG DIES KENZABURO OE WINS NOBEL PRIZE FOR LITERATURE OHM SHINRIKYO'S MATSUMOTO CAUSES SARIN GAS INCIDENT	TENNIS PLAYER KIMIKO DATE IN BEST 4 AT AUSTRALIAN OPEN [SONG] MR. CHILDREN "INNOCENT WORLD" [SLANG] *DOKYOU SUKU NARA KANE O KURE* (IF YOU'RE GONNA SYMPATHIZE, GIVE ME MONEY) GOMANISM (ARROGANCE), KOGAL (TRENDY GIRL), *YAN MAMA* (YOUNG MOTHER)
1996	10	COLOR COPIERS INSTALLED	KOICHI WAKATA BOARDS SPACE SHUTTLE "ENDEAVOR"	[SONG] PUFFY "*ASIA NO JUNSHIN*" (INNOCENCE OF ASIA)"
	11	BEGIN SALES OF GAME SOFTWARE.	IAEA AND AMERICA REACH CONCORDANCE ON DECISION TO RETURN ENTIRE TERRITORY OF FUTENMA, OKINAWA. OHM SHINRIKYO TRIAL BEGINS	[MOVIE] "SHALL WE DANCE?" "POCKET MONSTER (POKEMON)" BECOMES WILDLY POPULAR.
				[SLANG] *CHAPATSU* (PERM-DYED HAIR) *JIMI-KON* (MODEST WEDDING) *HADE-KON* (GARISH WEDDING)
1997		MENTION APPEARS IN HARVARD BUSINESS SCHOOL TEXTBOOK.	HOSTAGE CRISIS AT RESIDENCE OF JAPANESE AMBASSADOR TO PERU SIXTH GRADER MURDER INCIDENT AT KOBE (HYOGO) BRITISH HANDOVER OF HONG KONG BACK TO CHINA PRINCESS DIANA DIES IN CAR CRASH.	[SONG] SPEED "WHITE LOVE" [MOVIE] TITANIC "*MONONOKE HIME*" (PRINCESS MONONOKE)" TAMAGOTCHI BOOM. [SLANG] *SHITSURAKUEN* (LOST PARADISE) PARASITE, *KEIZAI HATAN* (ECONOMIC BREAKDOWN), MY BOOM, PAPARAZZI
1998	5	BEGIN SALES OF MUSIC CDS	18TH WINTER OLYMPICS HELD IN NAGANO WORLD'S LONGEST SUSPENSION BRIDGE, THE AKASHI KAIKYOU OOHASHI (GREAT BRIDGE OF AKASHI STRAIT) OPENED FOR TRAFFIC ARSENIC CURRY MURDER INCIDENT (WAKAYAMA)	[SONG] GLOBE "PERFUM OF LOVE" [MOVIE] "*HANA BI*" MOVIE DIRECTOR AKIRA KUROSAWA DIES [SLANG] *BIRIBI* (CRACKLING BY ELECTRICITY), KANCYO HORMONE (ENVIRONMENTAL ENDOCRINE DISRUPTORS)
1999	3	NEW VERSION POS REGISTERS INSTALLED BEGIN SALES OF HEALTH DRINKS	NEW COMMON CURRENCY UNIT, THE "EURO INTRODUCED IN EUROPE Y2K COMPUTER FEARS. NTT DOKOMO BEGINS "i-MODE" TAISHOTI PHARMACEUTICALS RELEASES HAIR GROWTH FORMULA "RE UP" SONY RELEASES THE PET ROBOT "AIBO" POPULARITY OF THE HAPPOUSHU	[SONG] HIKARU UTADA "FIRST LOVE" [SONG] MORNING MUSUME "LOVE MACHINE" [MOVIE] "*TETSUDO-IN* (POPPOYA)" "ARMAGEDDON" [SLANG] REVENGE, CHARISMA, MILLENNIUM, *GUNGURO* (OVERLY TANNED, LITERALLY "BLACK FACED")

PROJECT X

challenges

SEVEN ELEVEN

In a time when giant department stores and supermarkets dominated the Japanese retail industry, two businessmen, Toshifumi Suzuki and Hideo Shimizu, discovered a new type of small retail store flourishing in America - the Seven Eleven. Called a "convenience store," it was a concept new to the Japanese. Intrigued by this new idea and convinced that it would succeed in Japan as well, the two men put together a proposal team of fifteen members, all virtual novices to the retail trade, to launch the venture to their land. Staking his entire livelihood, young storeowner Kenji Yamamoto volunteered to convert his family-owned liquor store into the first Seven Eleven in Japan. The hardships of negotiations, the oil shock, the struggle to cope with inadequate space were all met with resolve and innovation, culminating in what is now called the retail revolution!

Feeling hungry ..? Out of toothpaste...? Or just need some aspirin? Run down to your local corner store - you may find it's a 7-Eleven. They'll have just the thing you're looking for and more. See why this is more than just a store for the late night munchies!

MANGA / BUSINESS
US $12.95

A FOR ALL AGES

ISBN 1-56970-958-0

51295

9 781569 709586

NATIVE MANGA
READ RIGHT TO LEFT

DMP
DIGITAL MANGA PUBLISHING
dmpbooks.com